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GROUP

Office of Equity

Transition Briefing



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Executive Summary



The Office of Equity was established on May 8, 2019 through an executive order signed by Mayor Peduto. The Office of Equity was formed to support the Administration's priorities to make Pittsburgh a livable city for all. According to Mayor Peduto's executive order, the Office of Equity was created to conduct continuous in-depth analysis of outcomes, services and best practices of City departments to examine how they are contributing to inequity around the City of Pittsburgh. The Office, by design, is also expected to provide recommendations on policies and national best practices to address systemic inequities.

The Office of Equity is still titled "The Bureau of Neighborhood Empowerment" in the City Code. Upon signage of the underlying executive order, the Office was informally retitled "Office of Equity." The former Bureau of Neighborhood Empowerment was formed in 2014 as a division of the Office of Mayor to provide equity, opportunity and inclusion for all Pittsburgh residents. The proposed managers and policy analysts that were to compose the Bureau of Neighborhood Empowerment were expected to be subject matter experts and policy specialists in critical areas that impact the equity of the City and focus on alleviating issues that exclude or evade residents from accessing opportunity or upward mobility. Under the Bureau of Neighborhood Empowerment structure, the position of the Chief Urban Affairs Officer served as the Director of the Bureau of Neighborhood Empowerment. With the signing of the Office of Equity Executive Order, the role was amended to reflect the change of the entity and was titled "Chief Equity Officer."

The Office of Equity is currently managed by Lindsay Powell, who was recently promoted to the role of City Chief Equity Officer and Deputy Chief of Staff after the recent departure of the former Deputy Chief of Staff, Majestic Lane. Given Ms. Powell's brief time in the role, we were unable to gather substantive information regarding any strategic plans or goals for the office. Under the Peduto administration, this office primarily functions as the administrative liaison for the following City of Pittsburgh advisory groups, committees and commissions:

- Equal Opportunity Review Commission
- Gender Equity Commission
- Welcoming Pittsburgh Steering Committee
- LGBTQIA+ Commission (Coming Soon)



Under the Chief Equity Officer's purview are the following six (6) key areas, which are further discussed below and in greater detail in the "About the Agency—Description of Services" section of this document:

- Youth and Education
- Gender Equity Commission
- Economic Opportunity
- Business Inclusion
- Critical Communities
- Special Initiatives

Youth and Education

The Office of Equity's Youth and Education initiatives largely focus on partnering with existing groups and agencies, and serves as a conduit for connecting external stakeholders to internal stakeholders within municipal government. Currently, selected services provided under this area are as follows:

- Partners with education, child and youth-serving organizations to improve the educational outcomes and healthy development of young children and youth within the City of Pittsburgh.
- Addresses quality-of-life issues for the organizations and connects them with the appropriate services, resources and initiatives.
- Represents the City on a variety of children and youth-focused advisory councils, policy councils and working groups.
- Promotes and manages the City of Pittsburgh's Dolly Parton Imagination Library program.

Gender Equity Commission

The Office of Equity's Gender Equity Commission and related initiatives largely focus on breaking down barriers that exist for Pittsburgh residents based on gender, gender identity and gender expression. Currently, selected services provided under this area are as follows:



- Upholds the principals of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) on a local level.
- Works with City Departments to identify opportunities for promoting equity, barriers that may exist for different residents and strategies for overcoming historical inequities.
- Works towards the vision in which everyone in the City of Pittsburgh, regardless of gender identity or expression, is safe in all spaces, empowered to achieve their full potential, and no longer faces structural or institutional barriers to economic, social and political equality.

Economic Opportunity

The Office of Equity's Economic Opportunity initiatives focus on serving neighborhood organizations, small businesses, entrepreneurs and nonprofits to empower them to make economic gains. Currently, selected services provided under this area are as follows:

- Supports neighborhood organizations and economic revitalizations by helping business districts and neighborhood groups build consensus, form a collective vision, and align that vision with available resources from public and non-profit agencies to realize their neighborhood-level economic goals.
- Helps to design, build and promote tools for entrepreneurs, as well as eliminate and streamline regulatory barriers in cooperation with the City Departments and Authorities.
- Manages, in cooperation with non-profit partners, the City's Financial Empowerment System, including the City of Pittsburgh Financial Empowerment Center and interrelated network of services as embodied in the Pittsburgh Asset Building Network.

Business Inclusion

Through its Business Inclusion initiatives, the Office of Equity seeks to serve as a liaison between city government and business enterprises that have historically been socially or



economically disadvantaged. Currently, selected services provided under this area are as follows:

- Serves as the liaison between the City of Pittsburgh and small businesses, particularly those owned by minorities (Minority-Owned Business Enterprise, or MBE), women (Women Business Enterprise, or WBE) and disadvantaged groups (Disadvantaged Business Enterprise, or DBE), to promote access to government contract opportunities.
- Connects businesses looking to become DBE-certified with resources, and help DBEs navigate government and procurement processes.

Critical Communities

Through its Critical Communities initiatives, the Office of Equity seeks to promote health and wellness in marginalized communities and works collaboratively with law enforcement and public safety agencies and departments to promote the development of strong and healthy communities. Currently, selected services provided under this area are as follows:

- Support overall health and wellness of communities. Focus on the development of public health-informed programs related to under-served communities, with focus on the engagement of communities affected by homelessness, substance use and mental health issues. This work includes advocacy for veterans, older adults and people who are living with a disability, to ensure connectedness and wellness.
- Work with Public Safety and other City Departments to prioritize public health, overdose prevention, harm reduction practices, diversion from the criminal justice system and person-centered solutions.

Special Initiatives

The Office of Equity's Special Initiatives team works on a broad variety of immigrant engagement and inclusion projects. Recent projects and initiatives under this area are as follows:



- The Language Access and Multi-Cultural Liaison Unit (a partnership with Public Safety) provides support to English as a Second Language (ESL) learners throughout the Pittsburgh community.
- The Sister Cities initiative seeks to support and cultivate international partnerships,
- The Census 2020 initiative aimed to ensure that all residents were informed, educated and encouraged to be counted in the 2020 Census.
- The Welcoming Pittsburgh project is an immigrant and international inclusion strategy aimed to create partnerships that help create opportunities for diverse populations to access resources and be civically engaged.

The Office of Equity has seemingly struggled, particularly during the COVID-19 pandemic, to build a core team that could execute on the development of an equity-driven strategic plan, including a city-wide equity assessment; tracking, monitoring and analysis of disparity data; and related programs and initiatives. In several of the interviews conducted, it was expressed that work of this office is at the mayor's pleasure. Pittsburgh has its fair share of systemic disparities and injustices to overcome that warrant the existence of the Office of Equity. So, there is great opportunity for the incoming Administration to reimagine the Office of Equity to ensure that an equity lens is placed on every aspect of municipal government and that equitable outcomes are achieved. The future of the Office of Equity must be driven by data, focused on measurable goals and objectives, and supported by both internal and external stakeholders.



Findings



This section summarizes our team's findings in the Office of Equity. These findings have been validated and, in some instances, include recommendations or decision points for the incoming Administration.

2017 and 2018 RAND Studies

Pittsburgh, the Paris of Appalachia, ranks as one of the most livable cities in America. Yet, more than one-third of its black residents live in poverty. The Peduto Administration partnered with the Research and Development (RAND) Corporation to develop equity indicators and run the numbers. The results underscored the City's black-white divide. Its top-level equality score was 55 in 2017, essentially an F-plus. The score remained flat when RAND researchers collected and analyzed the data again in 2018. What types of metrics comprised of Pittsburgh's F-plus equality score? The graduation rate for black high school students went up, for example, adding 10 points to the "student success" score. At the same time, though, black incomes fell, especially compared with white incomes, deducting 10 points from the "income and poverty" score. Black residents were nine times more likely to be homeless and five times less likely to own their own businesses. Homicide rates improved across the City, but black residents were still nine times more likely to die a violent death. Lead levels in children plummeted in black neighborhoods, erasing a disparity there, amid efforts to get lead out of homes and water supplies.

The findings contained in the RAND report validate the need for the new Mayor to challenge their administration to move beyond the data by developing meaningful and proven strategies that address the many disparities highlighted in the RAND report. Access the RAND report here:

[Rand.org/pubs/external_publications/EP67846.html](https://www.rand.org/pubs/external_publications/EP67846.html).

Pittsburgh's Inequality Across Gender and Race Report

In the fall of 2019, the Gender Equity Commission released a report on "Pittsburgh's Inequality Across Gender and Race." This report was the City's first to look at both gender and race together, and it compared Pittsburgh with 89 other cities across more than 40 factors. The



findings were stark and revealed what many in the Black community have known, and have been working to address, for years: that while Pittsburgh has been named “Most Livable” on many national lists, it remains especially unlivable for Black women, men and children. The most recent manifestation of racist violence and police brutality has again urgently called for the dismantling of structural oppression.

The incoming Administration should review the data collected in the Pittsburgh’s “Inequality Across Gender and Race” to develop measurable goals and objectives for the Office of Equity that address the disparities outlined in prior reports. In addition, the incoming Administration might consider engaging a formal disparity study that will be the catalyst for constitutionally sound policies and programs that will yield the equitable outcomes that this administration hopes to achieve.

Key Recommendations

1. Commission a formal disparity study to build the foundation of a robust equity procurement program for historically and certified socially and economically disadvantaged firms to increase access to opportunities with the City and its related agencies.
2. Issue a new equity-focused executive order that focuses on the overarching strategy, goals and measurable outcomes of the Office of Equity. The new administration should implement procedures that support the newly adopted policies. These procedures should include:
 - The development of key equity metrics that will measure success and ensure equitable outcomes;
 - A clear process for macro-level (i.e. Office of Equity and other city departments) and micro-level (i.e. specific programs and initiatives) goal-setting because what gets measured gets done;
 - Clarity on roles and responsibilities of the Office of Equity and other departments or commissions that have areas where their work intersects, namely the Commission of Human Relations and Office of Community Health and Safety; and
 - A robust process for monitoring and compliance of all equity policies, programs, and initiatives.



About the Agency



Contact

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Enabling Legislation

Established in 2019 via Executive Order
apps.pittsburghpa.gov/redtail/images/5859_Office_of_Equity_EO.pdf

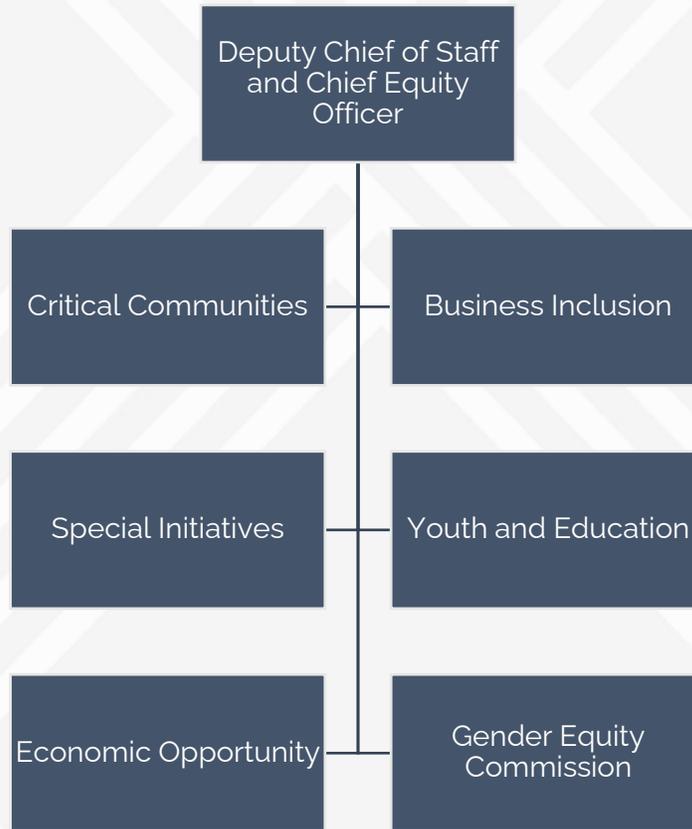
Mission and Vision

The Office of Equity for the City of Pittsburgh seeks to normalize social and racial equity within city government and our communities. Staff works closely with community partners, government agencies, experts and communities to inform and implement equitable policies, programs, procedures and expenditures to make Pittsburgh a community for all.

The Office of Equity for the City of Pittsburgh works to see a Pittsburgh where all city residents have access to the opportunities necessary to satisfy their essential needs; advance their well-being; and achieve their full potential where social and economic outcomes cannot be projected based upon race, gender, age or sexual orientation.



Organizational Chart



Description of Services

Key Office of Equity Services include:

- Youth and Education
- Gender Equity Commission
- Economic Opportunity
- Business Inclusion
- Critical Communities
- Special Initiatives



Youth and Education

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- Addresses quality-of-life issues for the organizations, and connects them with the appropriate services, resources and initiatives.
- Represents the City on a variety of youth-focused advisory councils, policy councils and working groups.
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Critical Communities

Through its Critical Communities initiatives, the Office of Equity seeks to promote health and wellness in marginalized communities, and works collaboratively with law enforcement and public safety agencies and departments to promote the development of strong and healthy communities.

Special Initiatives

The Office of Equity's Special Initiatives team works on a broad variety of immigrant engagement and inclusion projects. Recent projects and initiatives under this area are as follows:



- The Language Access and Multi-Cultural Liaison Unit (a partnership with Public Safety) provides support to English as a Second Language (ESL) learners throughout the Pittsburgh community.
- The Sister Cities initiative seeks to support and cultivate international partnerships,
- The Census 2020 initiative aimed to ensure that all residents were informed, educated and encouraged to be counted in the 2020 Census.
- The Welcoming Pittsburgh project is an immigrant and international inclusion strategy aimed to create partnerships that help create opportunities for diverse populations to access resources and be civilly engaged.



Agency Goals and Performance Metrics



Enforce a standardized plan for departments that engage with the public to utilize translation services for non-English speaking residents.

How Success Will Be Measured:

- The translation of vital documents will provide government services to residents that may not have had access to these opportunities.
- The collected language data will determine gaps in populations who are not accessing city services.

Triple the number of Financial Empowerment Center clients from the 2019 launch year.

How Success Will Be Measured:

- Clients served will reflect three times the amount from the 2019 launch year.

Increase the amount of contracts approved to minority- and women-owned businesses by 5%.

How Success Will Be Measured:

- Contacts approved will be at or above the 5% increase from the previous year.

Increase the number of families served by the Dolly Parton Imagination Library by 50%.

How Success Will Be Measured:

- An increase of 50% in books shipped to new families and an increased number of enrollments in underserved zip codes.



Budget



Staffing and Salaries

City of Pittsburgh Operating Budget
Fiscal Year 2022

Office of Equity
102100

Position Summary

Title	2021	Rate/	Hours/	2021	2022	Rate/	Hours/	2022
	FTE	Grade	Months	Budget	FTE	Grade	Months	Budget
Deputy Chief of Staff & Chief Equity Officer	1	115,446	12	\$ 115,446	1	118,910	12	\$ 118,910
Special Initiatives Manager	1	27E	12	74,194	1	27E	12	76,420
Economic Opportunity Manager	1	28D	12	74,194	1	28D	12	76,420
Business Inclusion Manager	1	28D	12	74,194	1	28D	12	76,420
Youth & Education Manager	1	27E	12	74,194	1	27E	12	76,420
Gender Equity Commission Executive Director	1	28D	12	74,194	1	28D	12	76,420
Policy Analyst	2	20G	12	121,126	2	20G	12	124,760
Policy Coordinator	2	19E	12	106,801	2	19E	12	110,005
Business Diversity Manager	1	27E	12	74,194	1	27E	12	76,420
Business Diversity Coordinator	1	25E	12	68,458	1	25E	12	70,512
Contract Compliance Analyst	1	15E	12	45,519	1	15E	12	46,885
My Brother's Keeper Coordinator	1	24E	12	65,804	1	24E	12	67,778
Total Full-Time Permanent Positions	14			\$ 968,318	14			\$ 997,370

Temporary, Part-Time, and Seasonal Allowances

Intern	—	10.00-15.00	—	\$ 10,000	—	10.00-15.00	—	\$ 10,000
LGBTQIA+ Commission, part-time	—	20E	1,500	—	—	20E	1,500	40,140
	—			10,000	—			50,140

Total Full-Time Permanent Positions	14			\$ 968,318	14			\$ 997,370
Temporary, Part-Time, and Seasonal Allowances	—			10,000	—			50,140
Vacancy Allowance	—			(18,802)	—			(19,947)
Total Full-Time Positions and Net Salaries	14			\$ 959,516	14			\$1,027,563



Other Operating Funds

City of Pittsburgh Operating Budget
Fiscal Year 2022

Office of Equity
102100

Subclass Detail

	2020	2021	2022	Increase/	%
	Actual	Budget	Budget	(Decrease)	Change
Expenditures					
51 - PERSONNEL-SALARIES & WAGES	\$ 921,361	\$ 959,516	\$ 1,027,560	\$ 68,044	7.1%
51101 - Regular	921,361	959,516	1,027,560	68,044	
52 - PERSONNEL-EMPLOYEE BENEFITS	306,136	279,952	308,014	28,062	10.0%
52101 - Health Insurance	197,854	160,284	155,915	(4,369)	
52111 - Other Insurance/Benefits	20,686	17,564	18,675	1,111	
52201 - Social Security	69,198	69,104	77,425	8,321	
52601 - Personal Leave Buyback	18,399	18,000	41,000	23,000	
52602 - Tuition Reimbursement	—	15,000	15,000	—	
53 - PROFESSIONAL & TECHNICAL SERVICES	183,698	278,700	314,475	35,775	12.8%
53101 - Administrative Fees	25,700	36,000	28,825	(7,175)	
53301 - Workforce Training	696	11,314	10,763	(551)	
53509 - Computer Maintenance	35,082	18,386	18,937	551	
53901 - Professional Services	122,220	213,000	255,950	42,950	
55 - OTHER SERVICES	—	250	—	(250)	(100.0)%
55701 - Transportation	—	250	—	(250)	
56 - SUPPLIES	260	2,300	7,300	5,000	217.4%
56101 - Office Supplies	228	2,300	2,300	—	
56151 - Operational Supplies	32	—	5,000	5,000	
Expenditures Total	\$ 1,411,455	\$ 1,520,718	\$ 1,657,349	\$ 136,631	9.0%



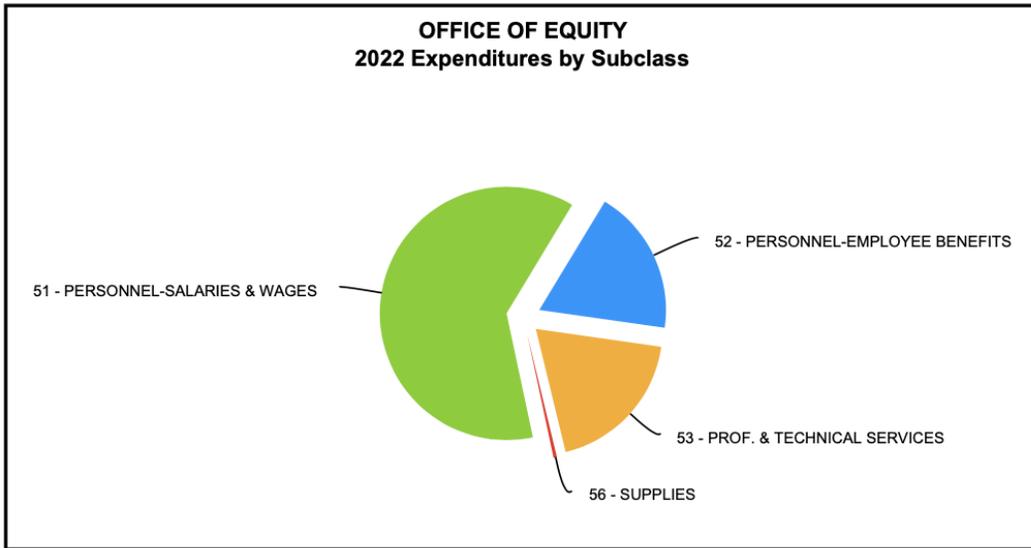
5-Year Forecast

City of Pittsburgh Operating Budget
Fiscal Year 2022

Office of Equity
102100

Five Year Forecast

	2022	2023	2024	2025	2026
Expenditures					
51 - PERSONNEL-SALARIES & WAGES	\$ 1,027,560	\$ 1,048,313	\$ 1,069,493	\$ 1,047,246	\$ 1,067,991
52 - PERSONNEL-EMPLOYEE BENEFITS	308,014	319,186	330,957	340,003	352,982
53 - PROF. & TECHNICAL SERVICES	314,475	284,500	284,550	187,050	179,670
56 - SUPPLIES	7,300	7,300	7,300	7,300	7,300
Total	\$ 1,657,349	\$ 1,659,299	\$ 1,692,300	\$ 1,581,599	\$ 1,607,943
% Change from Prior Year	9.0%	0.1%	2.0%	(6.5)%	1.7%





Capital Budget—2022

Not applicable.



Programs & Projects



Programs & Projects Generally

Generally, the Office of Equity has been more of a collaborative partner with external stakeholders, and has functioned as a liaison between community and government. However, it has produced some wins, particularly with initiatives related to youth and education and gender equity. The Office has announced several other initiatives that have not fully launched. This section highlights some of the Peduto Administration's wins, as well as more details about programs and projects in the pipeline.

2020 Accomplishments

- Assisted in over \$23 million in contracts approved for minority- and women-owned businesses.
- Adopted and implemented Paid Sick Leave Act, which guarantees an opportunity for covered employees to acquire paid sick time hours and ensures covered employees are guaranteed to receive time off that may be used for employee health care or to take care of a family member. This is critical during the pandemic in order to allow people to get the care they need and reduce the spread of transmission.
- Launched the City's first Early Learning Facilities Improvement Fund that will provide grants to boost the quality of licensed early learning facilities and pre-K within the City by improving the quality of childcare facilities.
- Enrolled an additional 2,000 children from across the City of Pittsburgh in the Dolly Parton Imagination Library, a program that sends enrolled children a free, age-appropriate book each month until they turn 5 years old. Since July 2019, over 4,000 children have been enrolled in the program with more than 45,000 books mailed directly to their homes.
- Collaborated with Allegheny County and the Congress of Neighboring Communities (CONNECT) to implement a pre-arrest diversion program for people who commit low-level crimes stemming from behavioral health issues, including those whose crimes are related to mental health, poverty and problematic substance use.
- Established the online Housing Assistance Resource Portal (HARP) to connect residents to organizations and resources that will help them buy a home.



- Financial Empowerment Centers have helped 557 people save a combined \$319,777 and reduced their debts by a total of \$223,417.
- Coordinated with the Office of Management and Budget to release the City of Pittsburgh Buying Plan with the support of Living Cities.
- Published the Gender Equity Newsletter with approximately 900 subscriptions.
- Created in partnership with Allegheny Health Network's Center for Inclusion Health, street outreach community-based teams that connect people with services, housing resources and health supports, along with collaborating with first responders to prevent continued engagement and promote healthier outcomes.
- Collaborated with the Urban Redevelopment Authority (URA) to translate all business and housing loan applications into the top five spoken languages in the City of Pittsburgh, increasing visibility of the programs to immigrant communities through relationship building, and collecting data on the number of immigrants served for equitable distribution.
- Received \$500K in grant money from Open Society Foundation for cash distributions to 500 residents in need who did not qualify for federal or state cash assistance programs.
- Convened more than 100 immigrant and refugee community, healthcare, education and private sector organizations every week for 18 weeks to triage COVID-19 response to small business, education, food access and language access needs.

2021 Accomplishments

- Protected renters from being displaced from their homes: worked with City Council to enact an eviction moratorium; paired financially distressed tenants with rent assistance programs; and worked with local courts to encourage mediation between landlords and tenants to delay preliminary eviction hearings until litigants could receive emergency rental assistance.
- Worked with local immigrant-focused organizations to secure grant funding of \$500K for stimulus payments to residents who did not meet the federal government standards due to their immigration status.



- Helped small businesses adjust to new pandemic-related restrictions, and avoid closure by applying for federal and local aid programs through the City's Financial Empowerment Centers.
- Created the Marshall Plan for Middle America that lays out a strategy for a more equitable recovery, and a foundation for the region to be a global leader in cleaner energy resources and circular economy practices.

Youth and Education

- The Office of Equity is expected to soon launch the City's first Early Learning Facilities Quality Improvement Fund. This \$2 million dollar grant fund will provide funding and technical assistance services to over 200 licensed early learning facilities in the City limits, which will help centers to improve their quality and to ensure that more children have access to high quality early education.
- The Office of Equity intends to provide on-site childcare for city staff, and for parents attending city community meetings to encourage civic engagement and to eliminate the barrier that lack of childcare may cause for families to participate.
- The Office of Equity launched a program to provide free developmentally appropriate books to over 3,000 children from across the City of Pittsburgh in partnership with the Dolly Parton Imagination Library. This program is expected to send enrolled children a free, age-appropriate book each month until they turn 5 years old. Since the program started in July of 2019, over 30,000 books have been mailed!

Gender Equity Commission

- In the fall of 2019, the Gender Equity Commission released a report on "Pittsburgh's Inequality Across Gender and Race." This report was the City's first to look at both gender and race together, and it compared Pittsburgh with 89 other cities across more than 40 factors. The findings were stark, and revealed what many in the Black community have known and have been working to address for years: while Pittsburgh has been named "Most Livable" on many national lists, it remains especially unlivable for Black women, men and children. The most recent manifestation of racial violence and police brutality has again urgently called for the dismantling of structural oppression.



- The Equity Commission recently released an RFP to continue gathering disaggregated data about gender-based inequities in our city, the Gender Equity Commission (GEC) has released a new RFP for “Community-Based Research on Gender Equity in Pittsburgh.” This is phase two of city-wide gender analyses that began with the groundbreaking 2019 report, Pittsburgh’s “Inequality Across Gender and Race.” RFP #200000464 is available on the City’s official procurement platform, Beacon, with a submission deadline of November 25.

Economic Opportunity

- The City of Pittsburgh Gender Equity Commission and American Association University for Women (AAUW) co-hosted a free virtual workforce equity workshop. During this one (1) hour virtual session, participants learned about why the focus on women and the gender pay gap is so important for Pittsburgh.
- The City of Pittsburgh Gender Equity Commission, National Council of Jewish Women and American Association University for Women (AAUW) co-hosted a free virtual workforce equity workshop. During this one (1) hour virtual session, participants learned about why the focus on women and the gender pay gap is so important for Pittsburgh. Participants heard why the National Council of Jewish Women supports this initiative.

Business Inclusion

The Business Inclusion team serves as the liaison between small businesses, particularly those owned by MBEs, WBEs and DBEs, and the City of Pittsburgh to promote access to government contract opportunities. They can connect businesses looking to become DBE-certified with resources, and help all DBEs navigate government and procurement processes.

In 2019, the team received the national Living Cities/City Accelerator grant in partnership with the Procurement division to assist in diversifying the businesses that respond to and are awarded government contracts. They also completed the Equity Indicators Report from RAND. The team continues to work with local stakeholders to address inequalities highlighted in the report.



Critical Communities

The Critical Communities Manager co-leads Allegheny County's Homeless Outreach Coordinating Committee, partners with public safety to train first responders in connecting people with unmet needs to services and collaborates to develop public-health informed programs. The Critical Communities team leads the following programs and initiatives:

- BigBurgh.com: An online repository of free, low-barrier, geographically prioritized resources for people who have unmet needs
- Translational Public Health-Public Safety Initiatives, such as the SwimSafe Initiative
- Foundation of HOPE-Zone 1 Public Health-Informed Diversion Learn more about this program
- City of Pittsburgh HARP: Housing Assistance Resources Portal (HARP) for the City of Pittsburgh is a guide that offers housing-related resources. Read more about HARP
- Allegheny County Veterans Homelessness Resources
- City-County Veteran Suicide Prevention Coalition
- City-County Boot Camp to End Veteran Homelessness
- Age-Friendly Greater Pittsburgh
- AHN Homeless Outreach Co-responder Program Learn more.
- CONNECT Post Overdose Response Team
- Allegheny County's Allegheny Link connects people in need to available resources in an effort to maintain their independence and quality of life, including those who are homeless or on the verge of homelessness.



Opportunities and Risks



This section is designed to make the incoming administration aware of important program/project events, as well as important decisions that will have to be made over the next year.

Risks Ahead:

No Real Performance Metrics

- The Peduto Administration has worked collaboratively with key equity partners in studying and analyzing the racial and gender disparities in Pittsburgh, but there are no specific strategies, tactics or metrics that are directly tied to the findings contained in these reports to effectuate necessary change and equitable outcomes.

Inconsistent Staffing Model for Office of Equity

- Based on our interviews, the Office of Equity has historically carried out the priorities of the mayor. As a result, the Office of Equity and the mayor's office, particularly their respective staffs, have been used interchangeably. This inconsistency gives many the perception that the Office of Equity is irrelevant and/or duplicative of the Commission on Human Relations.

Failing to Move Beyond the Data

- Based on our interviews, the City of Pittsburgh has seen its fair share of reports and studies offering data that highlights the many disparities along racial and gender lines. Despite the exposure of these disparities, Pittsburgh has not been successful in eliminating them. The new administration will have to move the needle on issues of equity.

Important Decisions Between 1/6/21 and 12/31/22

1. The incoming Administration will have to determine whether it should overhaul the Office of Equity by assigning an Equity Officer to each department and/or office with specific responsibilities of ensuring those entities are complying with policies and laws with respect to civil rights, discrimination, diversity goals, etc. The new administration



will also have to decide if the Chief Equity Officer should remain in the mayor's office or whether it should be a role independent of the Deputy Chief of Staff role.

2. The incoming Administration will have to determine whether it should transfer current programs/initiatives of the Office of Equity to the Commission on Human Relations and/or the Office of Community Health and Safety (OCHS). We do not recommend that these departments/divisions be combined.
3. Address understaffing of the Office of Equity as soon as possible following inauguration.



Reports



Pittsburgh's Building an Equitable New Normal

In Fall 2019, the Gender Equity Commission released a report on "Building an Equitable New Normal." This report was the City's first to look at both gender and race together, and it compared Pittsburgh with 89 other cities across more than 40 factors. The findings were stark and revealed what many in the Black community have known, and have been working to address, for years: that while Pittsburgh has been named "Most Livable" on many national lists, it remains especially unlivable for Black women, men and children. The most recent manifestation of racist violence and police brutality has again urgently called for the dismantling of structural oppression. The full report can be found at: apps.pittsburghpa.gov/redtail/images/10134_Building_an_Equitable_New_Normal_FINAL.pdf.

The commission's report offers several contributions to the City's efforts to take apart structures of inequality. First, it demonstrates that an intersectional approach to equity is critical—that gender and race and other identities such as age, ability, and sexual orientation exist together and cannot be tackled separately. For instance, talking about race alone too often obscures the particular challenges facing women and girls of color. Second, the report places Pittsburgh in comparative context for the first time across specific outcomes of inequality, so that we can see where other cities are faring better and draw policy lessons from them.

Third, the report introduces a new analytical tool to visualize each factor of inequality, such as health related outcomes, so that we can see not only where Pittsburgh stands on each but also the variation across cities. (See page 58 of the report.) This is critical because where there is wide variation on a factor, such as Black women's pregnancy-related death rate, which is astonishingly high in Pittsburgh and much lower in other cities, we can surmise that something is happening to impact that factor that is particular to our city. That means Pittsburgh has an opportunity to address that inequality at the local level and that we should focus on it.

An overview of the Policy Recommendations contained in the report are as follows:

1. Address police violence immediately.



2. Mandate the collection of disaggregated data , including about gender, for all City department functions, programs and initiatives.
3. Build g ender expertise and embed gender analysis in budgeting decisions, response plans and expertise of teams.
4. Prioritize resources for women, girls, trans and gender diverse people, such as federal emergency relief grants, for essential health services, including sexual and reproductive health services and gender-based violence prevention programs.
5. Fully implement and update the City's "Rooney Rule with Results" to further equity goals in hiring and promotions.
6. Promote pay equity in hiring by requiring p ay transparency and banning prior salary history questions.
7. Strengthen existing paid sick leave legislation and implementation.
8. Legislate p aid safe leave to protect Pittsburghers experiencing gender-based violence.
9. Expand access to quality early childhood education .
10. Support local, women-owned businesses .
11. Pilot a Universal Basic Income program.

Pittsburgh's Inequality Across Gender and Race

In 2019, the Gender Equity Commission released a report on "Pittsburgh's Inequality Across Gender and Race." This report was the City's first to look at both gender and race together. This report examines health, income, employment, and education indicators for six sub-populations in Pittsburgh: white women; white men; Black women; Black men; and Asian, multiracial, Latinx, other, Native American (AMLON) women and men.

Reflecting broader trends in the nation, our results show gender and racial inequality persist across health, income, employment, and education in Pittsburgh. For example, Pittsburgh's white women make only \$0.78 to every dollar Pittsburgh's white men make. Likewise, Pittsburgh's AMLON women make only \$0.59, and Pittsburgh's Black women make only \$0.54 to every dollar Pittsburgh's white men make. Moreover, Pittsburgh's Black women are five times more likely to live in poverty than Pittsburgh's white men. These inequalities are



not limited to income; comparable patterns exist across the examined domains. However, we also find inequalities vary in their extent and direction.

These descriptive results help illuminate the status of Pittsburgh's six sub-populations. However, to rank Pittsburgh's livability and identify possible policy interventions, we introduce a new tool: the Relative Strengths Indicator. Using this tool, we calculate Pittsburgh's Index of Ranked Livability (IRL). This measure illuminates both Pittsburgh's standing relative to other cities and to what extent each outcome is driven by city-level factors. In doing so, the IRLs highlight Pittsburgh's strengths, as well as areas where targeted interventions could make notable improvements to Pittsburgh's livability.

Results suggest that for white residents, Pittsburgh ranks in the middle 50% of cities. That is, for the majority of indicators, Pittsburgh's white residents are comparable to their white counterparts in other U.S. cities. However, on some indicators, like poverty, the inequality between white men and white women is higher in Pittsburgh than in other cities. For AMLON residents, especially women, Pittsburgh ranks at or above average on the vast majority of indicators. However, for Black residents, Pittsburgh falls far below similar cities. Black women and men in other cities have better health, income, employment and educational outcomes than Pittsburgh's Black residents.

Using the Relative Strengths Indicator, we identify eight areas of focus for policy interventions. These include Black women's maternal mortality, employment, poverty and college readiness; Black men's occupational segregation, homicide rate, cancer and cardiovascular disease; as well as low enrollment in college admissions exams and school police referrals across students. We conclude with suggestions for how the City of Pittsburgh might address the structural factors contributing to these areas of concern.

The full report can be found at:

apps.pittsburghpa.gov/redtail/images/10645__Pittsburgh's_Inequality_Across_Gender_and_Race_JULY_2020.pdf



Pittsburgh Roadmap for Inclusive Innovation

The Pittsburgh Roadmap for Inclusive Innovation was released in 2015, and most of the recommendations from the report were completed in 2018. The City has received much acclaim, both nationally and internationally, from this forward-thinking project. One of the initiatives listed as archived was Item 19.5: "Institute a public performance measurement dashboard displaying City progress in meeting departmental performance goals and indicators." Although this project was archived without completion at the close of the overall Innovation project, the City is working to release a dashboard, but not one that displays the City's progress in meeting departmental performance goals and indicators.

That report can be found here: [Pittsburghpa.gov/innovation-performance/innovationroadmap/documents/Pittsburgh-Roadmap-for-Inclusive-Innovation.pdf](https://pittsburghpa.gov/innovation-performance/innovationroadmap/documents/Pittsburgh-Roadmap-for-Inclusive-Innovation.pdf). The status of each of more than 100 initiatives can be found here: [Data.wprdc.org/dataset/https-data-wprdc-org-dataset-organization-city-of-pittsburgh/resource/002593af-04ec-4a44-9b5b-8ce8c3aba45e?view_id=362bec33-abab-4ed3-a361-f016ad5bfc65](https://data.wprdc.org/dataset/https-data-wprdc-org-dataset-organization-city-of-pittsburgh/resource/002593af-04ec-4a44-9b5b-8ce8c3aba45e?view_id=362bec33-abab-4ed3-a361-f016ad5bfc65)