

TCG

THOMAS
CONSULTING
GROUP

Themes, Findings, and Executive Summaries

Transition Briefings Summary



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Cross-Cutting Themes



Overview

The Thomas Consulting Group met with leadership from each department between October 18, 2021 and December 3, 2021 to discuss:

- current programs,
- projects and priorities,
- key initiatives that will take place between now and December 2022,
- interdependences between agencies and internal/external stakeholders, and
- any additional information that will be important for the incoming administration to understand.

Using uniformly structured Discussion Guides and the expertise of staff, all topics were covered with each department, and additional time was spent understanding uniquely complex issues.

The next section highlights the most pertinent findings from across all departments.

Workforce Vulnerabilities

Many departments, especially those like the Department of Mobility and Infrastructure and the Department of Public Works, which rely on a physical labor force, have an aging workforce. This factor influences the ability of staff to maintain attendance and threatens the transfer of institutional knowledge. To diversify the age range and operation redundancy of the workforce, higher wages and permission to fill additional positions are required. Without appropriate succession planning, a retirement cliff may threaten to disrupt departmental operations.

Public Safety Recruitment and Retention

Each of the three public safety agencies (Police, Fire, and EMS) are experiencing recruitment and retention challenges. While this is not uncommon in the field of first responders, there are unique processes and policies intensifying these circumstances in Pittsburgh.



- The Bureau of Fire has only 4 female firefighters, of which only one is African American. This is due to outdated physical testing requirements that fail to accurately reflect the level of fitness required for the job.
- The Bureau of Fire also faces recruitment challenges because of residency requirements, which must be met at time of application, rather than upon start date (as is required under the Bureau of Police and EMS), is a recruitment barrier.
- Both the Bureau of EMS and Bureau of Police are facing a higher rate of attrition than rate of hiring. Given the 4+ month onboarding process for EMS and the 1.5 years needed to prepare a new police officer to serve independently, in combination with the hiring freeze that has been in place during the Coronavirus-19 pandemic, a deficit in EMS and Police staffing is a potential vulnerability in the first term of a new administration.
- The Bureau of Police faces a recruitment challenge in addition to the tumultuous national climate surrounding police-community relations. The requirement of 2 years of college education prior to application for prospective recruits creates a demographic selection bias. This factor may be part of the reason it has been necessary in the past to expand the residency requirement for police to a 25-mile radius of the City, which critics blame for officers being out of touch with the communities they serve.

Meaningful Performance Management

- **Dashburgh** - The Peduto Administration will be launching DashBurgh as a transparency tool to allow citizens to understand how their tax dollars are being invested. Interviews with department directors revealed that there is not currently a consistent, citywide performance management system. Most departments do not have performance goals and metrics that are tracked in a central location, although some departments do track metrics on their own. Much of what will be included in the dashboard is static information, e.g., number of miles of paved streets, number of streetlights, etc.
- **Budgeting** - While the budgeting process has been recently improved to require the statement of departmental goals and strategies, there is an underlying framework of prioritization and values that is missing from the structure. This has allowed “fuzzy” goals with strategies that are not integrated into daily operations to be articulated. An



incoming administration should focus on establishing meaningful and measurable departmental performance indicators that are as useful in managing daily operations as year-long goals.

Duplicative Functions

Several departments are challenged by being assigned tasks that are shared by other departments within a Mayor's office-centric management structure that does not promote collaboration. This scenario of overlapping assignments is leading to departments independently pursuing substantially similar solutions in isolation. Further, reactionary legislation over the past several decades has created multiple oversight bodies within the municipal government that have similar charges.

- Most recently, in 2020, a new Office of Community Health and Safety was established by and within the Mayor's office to implement a more holistic, social-work-based approach to policing and handle some of the challenges of the COVID-19 pandemic and opioid epidemic. However, similar programs are underway within the Department of Public Safety and Bureau of EMS.
- The Commission on Human Relations, Citizen Police Review Board, and Ethics Hearing Board all have authority to hear cases involving police conduct; however, all three articulated issues with gaining corporation of law enforcement. Additionally, the three disparate offices create public confusion regarding reporting protocols and lack clearly differentiated responsibilities.
- Individually smaller, but more pervasively, there is a lack of clarity on where duties for one department end and another begin. For instance, the Bureau of Parks and Recreation programs parks, but shares maintenance responsibilities with Public Works. Parks' security is provided by DPS Rangers. To fully understand the cost and functions of Parks' services, one must look across several departments' service areas.

The following report summarizes these and several other issues facing the incoming administration. A full report on each department, office, and bureau is available, including more information on budget, performance, and risk analysis. This document, however, contains only the Executive Summary and Findings section from each report.



Findings



Bureau of Emergency Medical Services

Fleet

The most glaring risk for the EMS Bureau is the age and maintenance of outdated service vehicles. With budget constraints in 2021 and 2022, the EMS has not been able to place an order for new trucks. Completion of an order takes several months, potentially placing the Bureau in a position of not seeing relief until late 2023, if then. Providing additional covered storage may have a positive impact on maintenance of existing vehicles.

Personnel

Morale is low, impacted by both COVID-19 restrictions and the need for personnel to consistently work 18-hour shifts to cover varying staff deficiencies.

Training for new employees regarding basic rescue and vehicle rescue, a 3-week course, is needed.

Retention is a problem for the EMS Bureau. Low staff morale will exacerbate this issue, and can be addressed through shift changes, providing any needed training for new employees, and encouraging and educating staff about Mental Health Services provided by the City.



Bureau of Fire

Diversity

Diversity is an issue, especially with women applicants who have had issues passing the existing physical test. There are currently 656 personnel employed with the Bureau of Fire (4 are women, of which 1 is an African American woman). If the physical test is not practical and serves only to prevent the hiring of female applicants, otherwise eligible to join the Bureau, the test needs to be changed.

Residency Requirements

Having a residency requirement which must be met at time of application, rather than upon start date (as is required under the Bureau of Police and EMS), is a recruitment barrier. The Bureau should seek consistency regarding residency requirements between the Bureaus of the Department of Public Safety.

Bureau of Police

Technology

Technology systems and data analysis capacity should be improved to enable real-time, data-driven, problem-solving-based policing methodologies. Modernization of technologies needs to be made available to officers.

Chief Advisory Council

The Chief Advisory Council, which will consist of a group of community members who will regularly meet with the Chief, is in an embryonic phase and should be developed.

Training

A training curriculum dedicated solely to use of force decision making and de-escalation techniques should be prioritized and continued. As recruitment classes are impacted, so are other training classes. With the issues the City of Pittsburgh faces regarding the relationship between the community and the police, the last resort should be the halting of training.

De-escalation training is newly created but has yet to be provided. Based on the social climate and community focused goals of the BOP, de-escalation training should be provided to new recruits as well as current officers immediately.

Hiring

Due to no hiring "in the foreseeable future," and COVID-19, there have been no new recruitment classes this year. Either COVID-19, the budget, unrest, or all three, have impacted the approval of new classes. Safety precautions need to be revisited and applied accordingly should the hiring freeze be lifted.



Citizen Police Review Board

Delays and Cooperation

Ensuring cooperation by the Bureau of Police will positively impact the efficiency and function of the CPRB. The Board's Charter amendment includes stiff penalties for non-cooperation, but these appear to have been not invoked in practice. There may be room to leverage this lack of action for a more effective board.

2022 Proposed CPRB Expansion

Based on the performance audit of the City of Pittsburgh's Citizen Police Review Board (CPRB), which was conducted pursuant to Section 404(c) of the City's Home Rule Charter, and the significant importance of the existence of police action oversight in the City of Pittsburgh, this proposal should be seriously considered.

Prior to authorizing an expansion of the CPRB, clarity in the duties of the Ethics Hearing Board, CPRB, and Office Municipal Investigations should be issued to prevent duplication of efforts and authorities pertaining to Police oversight.



Commission on Human Relations

Generally speaking, the Commission's work is well defined. However, there is still room for continuous improvement, particularly as it relates to independence, funding, and compliance by departments and agencies regarding findings and policy recommendations issued by the Commission. This section summarizes our team's findings for the Commission on Human Relations. These findings have been validated and, in some instances, include recommendations or decision points for the incoming Administration.

Lack of True Independence

The Commission has produced several investigative and policy results for the City for a number of years despite disruptions in the level of staff, funding, and Commissioners. The Commission is quasi-independent, with all of its members being direct mayoral appointments. More impactful, however, is its lack of financial independence. The City of Pittsburgh currently spends \$2 million or more in its operating budget on initiatives that are intended to advance civil rights and equity. Despite momentum to address racial inequity, the Commission receives less than a quarter of these funds and was denied dedicated staff to address discrimination in City Hall. There is a need to explore the best model and structure for the Commission based on best practices. Support for this finding can be found in the Commission's report entitled, "**Civil Rights Agenda for a New Administration: Priorities from the Pittsburgh Commission on Human Relations**". *Source:* https://apps.pittsburghpa.gov/redtail/images/15989_Civil_Rights_Agenda_for_a_New_Administration_20211006.pdf

Lack of Support from the Bureau of Police

The Department of Public Safety (DPS), particularly the Bureau of Police (BOP), has made significant progress toward compliance with the laws and standards of the City, but work remains to be done. When this department is not held to the same standards and laws of the rest of the City, public safety itself suffers. To guarantee that all people in Pittsburgh feel safe and protected, the Department of Public Safety must accelerate its push toward equal access and compliance with anti-discrimination laws. PCC § 653.05, outlining the Commission's powers and duties, gives the agency the power to "request other departments, boards, and commissions of the City government to assist in the performance of its duties, and such other

departments, boards, and commissions shall cooperate fully with the Commission." Unfortunately, when police officers become involved, departments have struggled to cooperate with the Commission's investigations. DPS and its Bureau of Police must be accountable to its people in the maintenance of their civil rights. Support for this finding can be found in the Commission's report entitled, "**Civil Rights Agenda for a New Administration: Priorities from the Pittsburgh Commission on Human Relations**".

Source:

https://apps.pittsburghpa.gov/redtail/images/15989_Civil_Rights_Agenda_for_a_New_Administration_20211006.pdf

Key Recommendations

1. Reinforce the independence of the Commission, clearly defining the work that it does, and demonstrating how this work impacts city departments, particularly the program and initiatives of the Office of Equity.
2. If the Commission remains dependent on City finances to operate, the City should create specific performance metrics for the Commission to ensure that the metrics are tracked, measured, and analyzed for continuous improvement.
3. There needs to be a top-down approach as it relates to the enabling power granted to the Commission and the impact of findings and recommendations from the Commission on applicable departments and agencies.



Department of City Planning

The Oakland Plan

- Significant planning efforts are underway.
- Efforts by the Mayor and at least one council member to rezone an area in favor of a specific developer may interfere with the longer-term planning effort that is in progress with significant community engagement.



Legislative Changes

- The Council has introduced legislation to control more of the development review process and give themselves increased discretion.
- The legislation removes some authority of the planning commission.
- Adoption of the legislation will alter the way the department does business, and it presents potential legal and policy issues.

Cantini Mosaics

- There is community resistance to and tension around the move/relocation.
- Relocating the mosaics is tied to federal funding for a CAP project, and the issue must be settled in order to avoid funding repercussions.





Inclusionary Zoning

- Administration of the inclusionary zoning program will require additional staff who are currently not in the budget.



Department of Human Relations & Civil Service

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

Need for Employee Performance Evaluation Audit

The City should conduct an audit of the Department of Human Resources' management of the City employee performance evaluation process. This is not intended to create additional work for the department, but in order to determine the best performance evaluation solution for the City of Pittsburgh, the incoming Administration must know where it stands and know the City's capacity to introduce an evaluation process that aligns with national best practices.

Need for Review and Analysis of City's Retirement Eligible Report & Related Forecast

The department has the resources and functionality to produce retirement eligible reports on-demand, and the retirement-eligible metric is one that is critical to sustainability and progress of infrastructure departments such as the Department of Public Works and the Pittsburgh Sewer and Water Authority. Therefore, this metric and related metrics must be consistently tracked and reviewed to ensure that the recruitment and retention pipeline can accommodate the demand created by retirements. This analysis will allow the City to be more proactive in how it prepares its human capital for advancement and also will frame how the department recruits external talent in the near future.

Need for Innovation in HR

City workers across all departments are still manually tracking timekeeping, including requests for paid time off and leave. The department has identified this an opportunity for innovation and efficiency and is currently in the process of implementing and rolling out an online timekeeping system and time clocks.

Key Recommendations

1. The department should complete the Citywide implementation and rollout of an online timekeeping system and time clocks.



2. The department should complete and finalize the Firefighter Barrier Assessment to boost recruitment of qualified women and minorities to be firefighters, through the recommendations of the year-long study.
3. The incoming Administration should conduct employee engagement surveys to better assess the current employee base's views on opportunities for advancement in city government. The incoming Administration must gain more understanding of the workforce in regard to diversity, professional development, and opportunities for upward mobility. This report and the findings from this survey should also serve as a guide to work with each department head on what we can do to succession plan for the upcoming pool of employees reaching retirement age, as well as provide opportunities for upward mobility for diverse talent currently in the rank and file.
4. The City should conduct an audit of the Department of Human Resources' management of the City employee performance evaluation process, and implement a new performance management system to track evaluations across all City departments.
5. Increase diversity training throughout City departments which will ultimately lead to better City government. The more the incoming Administration is able to understand the diverse perspectives of Pittsburgh, the better it will be able to serve its people.
6. The incoming Administration should explore the potential benefits for the Department of Human Resources and the Office of Equity to develop an employee resource of affinity groups.

Department of Law

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

Routine Review of Local and State Legislation

The Department of Law should become more proactive and should routinely review legislation prior to introduction in City Council to determine legality and identify any legal issues that may arise. While the Solicitor cannot require departments to come to the Department of Law for legal advice, such a recommendation should be strongly encouraged, and is necessary to ensure that legislation is equitable.

Routine Examination of All Board and Commission Proceedings

The Department of Law should initiate a routine examination of all board and commission proceedings, prior to the hearing date, through the agency's agenda. This protocol would ensure that Law is aware and can proactively deal with issues that could potentially affect the City.

No Records Retention Policy

The Department of Law does not have a formal policy for the retention of physical records. The department does not have a written, internal record retention policy, and the informal rule is to keep everything. The new Administration should quickly adopt a record retention policy.

Document Management and Case Management Systems

The Department of Law should work with Budget and Innovation (I&P) to procure a document management system that would allow the department to upload, organize, search, and access the physical records handled by the department. The document management system should be compatible with and fully integrate with the case management system.



Department of Mobility & Infrastructure (DOMI)

Staffing/Workforce

- The influx of ARPA funded projects requires an increase in staffing levels to handle the workload.
- Morale is low due to burnout and high demand, plus lack of competitive pay. (Ex: lateral moves with a \$20k+ increase outside of City government)
- There is a risk of loss of institutional knowledge next year as many are retirement eligible, and many division heads have already left.

Landslide Remediation

- The department doesn't have enough funding to do landslide remediation in some affected communities (build retaining walls).

Contracts

- Bus Rapid Transit (BRT) CEA in progress with the Port Authority on what will be about a \$300M project;
- City is negotiating with CSX Railroad to purchase a line that goes through the City. Budgeted \$1M, but may exceed it.
 - (expected completion in 1st year of term)
- In mediation with Norfolk Southern Railroad concerning the running of double decker trains in Pittsburgh.
 - Result will be substantial quality of life (Northside community) and financial impacts to the City.

Allegheny Circle Conversion

High Profile Project, converting a one-way circle to two-way.

Department of Parks & Recreation

Funding

- The operational fund allocation is insufficient to support capital projects.
- The number of restrooms required to be around public facilities is inadequate. There is a lack of funding, personnel, and vendors to clean and maintain sanitary conditions in the restrooms.

Workforce

- There is inequity in pay for seasonal employees. The department is struggling to hire part-time staff in all program areas at \$9-\$13/hr. The department believes that a \$15 minimum wage would make a difference in how well they can hire part-time employees.

Swimming Pools

- In 2022, the City will have to (for the first time) pay the water bill for operation of the pools.
- Major safety concerns at pools require an enterprise security solution for Parks & Rec, Public Safety, and Public Works.
- There has been an uptick in physical threats against lifeguards.
- Nuisance activity has been reported/observed.

Senior Engagement

- There is a struggle to get seniors back into programming and into centers because of the fear of COVID-19.

Fund and Data Management

- The department manages 5+ dedicated funds/trusts but lacks a database that will allow adequate management and reporting. Manual collection of data risks inaccuracies and poor use of staff time.
- CitiParks has various funding sources and trust funds with metrics tied to each trust fund. Much of the performance data is pumped into a system owned by Allegheny

County, and DPR has been asking for a database for years. There is not a forward-facing reporting tool; however, the department can pull reports and metrics, but it is not centralized and is siloed by program. Most available data is specific to the trust fund that funds the program.

Department Structure

The working relationship between DPW and DPR seems to work despite the organizational structure, not because of it. The departments have forged a functional working relationship, yet acknowledge that the organizational structure of the departments may benefit from realignment.



Department of Permits, Licenses, & Inspections

Workforce

- Pivotal department in success of OneStopPGH
- The influx of new construction has employees experiencing burnout due to high demand and lack of staff. They are doing lots of overtime. The perception within the department is that morale is relatively high compared to other departments, but they are drowning in work.
- The department has made accommodations to allow for flex work, which has been well received and improved morale for staff. Inspectors take cars home and report to the field from home. Others are working remotely.

Rental Registry

- Legislation expected to pass in 2022 will require more staffing for a successful launch.
 - Six (6) operations inspectors were requested in the 2022 budget.

Asbestos Consent Decree

- State asbestos consent decree requires additional funding of staff positions and training.

Municipal Separate Storm Sewer System (MS4) Permit

- Failure to adequately perform inspections and reporting per the City's MS4 Permit risks EPA and other outside compliance and monitoring.
- Funding of Stormwater Inspectors is needed.



Department of Public Safety

Resume Training Academy Classes and Development ASAP

(With established health safeguards in place)

For the last couple of years there has always been a new recruiting class in queue. There were no classes in 2021. The process, from application to officers graduating to the streets, averages a year and a half. The Bureau mentioned that the academy was cut both because the department was over budget and also due to the fall-out of "unrest." With no recruit class in 2021, and a loss of around 70 officers due to retirement, resignation, and death, there is concern regarding shift coverage and manpower. Officers are leaving but not being replaced. The Bureau estimates officer numbers will drop to the low 800s, with the overlap of those leaving and the lack of incoming officers.

The Department of Public Safety (DPS) must resume training for, at least, the existing employees who are required to obtain yearly credits. Recommendations for the Bureau of Police include:

- Improving the quality and consistency of provided training services and the training staff
- Developing effective measures for assessing training
- Alternate Response Procedures
- Well-developed De-escalation Classes
- Utilization of technology to enhance accessibility, frequency, and delivery of blended learning
- Engaging local media or citizens as partners (i.e.: role players, media coverage)

Diversity is an issue, especially with women applicants for the Bureau of Fire, who have had issues passing the existing required physical test. There are currently 656 personnel employed with the Bureau of Fire (only 4 are women, of which 1 is an African American woman). If the physical test is not practical and serves only to prevent the hiring of female applicants otherwise eligible to join the Bureau, the test needs to be changed.

Change Bureau of Fire Residency Requirements

Residency requirements for the BOF must be met at time of application, rather than upon start date (as is required under the BOP and EMS), and is a recruitment barrier. The BOF should seek consistency regarding residency requirements between the Bureaus of the Department of Public Safety.

Assess and Determine a Clear Role for DPS Regarding Wellness & Social Services

The most recent listing of DPS goals includes identifying and implementing the appropriate Police/Social Worker model for the Pittsburgh Bureau of Police. Strategies listed, include:

- Continue partnership with University of Pittsburgh School of Social Work.
- Work collaboratively with the Office of Community Health and Safety.
- Meet with other cities that currently have Police/Social Worker programs to learn about successful methods.
- Implement strategies and best practices.

In addition, DPS has the intention of having at least one social worker or social work intern dedicated to at least 3 of the Police Zones.

DPS & The Office of Community Health and Safety (OCSH)

The Office of Community Health and Safety is a new office housed in the Mayor's Office; it began diligently operating in 2021. OCHS operates under the "co-direction" of the Department of Public Safety and Office of the Mayor. The Office was established to address long standing health, safety, and justice issues in the City of Pittsburgh. It is tasked with redirecting city resources to better address community needs by connecting social services, public health, and social work experts who can assist community members with first responders in situations that require longer-term support, harm reduction approaches, and other services.

OCHS is working with the Department of Public Safety, public health entities, and academic partners to evaluate new programs and responses to proactively address issues (especially upstream interventions) and reduce harm experienced by community members.

Currently, the partnership between OCHS and DPS includes public/social workers participating in ride-alongs when officers respond to calls. The Thomas Consulting Group has

advised DPS and OCHS to work with the Department of Law to sort out liability in allowing social workers in police cars with the express purpose of providing treatment to individuals who call for emergency services.

In addition, it must be determined whether OCHS will remain within the Mayor's Office, housed within DPS, or become its own department. It is recommended that it remain within the Mayor's Office for at least 1 additional full year, with quarterly assessments provided.

A National Overview

The topic of how or whether to include wellness and social services within public safety departments has been debated across the nation for years. Most law enforcement will say they have been trying not to respond to mental health or addiction issues for many years, and that officers are the wrong tool for the challenges presented with calls involving behavioral health needs, arguably resulting in criminalizing behavior when it does not need to be criminalized. Several states and municipalities have addressed the issue in varying ways:

Washington, D.C.

In the nation's capital, D.C. police receive about 90 calls a day that relate to behavioral health incidents rather than criminal concerns. Under an initiative launched this spring, about a third of those are being dispatched to behavioral health professionals rather than to police officers. Several key technologies are available to support efforts by police to offload calls that don't require a law enforcement response. IDC Worldwide Research Vice President for Public Safety Alison Brooks points to video as a possible enabler. Police could, for example, use a livestream to give mental health professionals eyes on a scene — a potentially safer way of accessing their insights.

"In the traditional ride-along with mental health support, you're putting that person in the police car and possibly exposing them to an element of danger," Brooks says. With a video consultation, police can pull in the experts without putting them at risk.

<https://statetechmagazine.com/article/2021/09/public-safety-agencies-explore-tech-partner-social-services>

Data analytics may also play a role in facilitating alternative responses, by helping law enforcement understand which approaches work best for different types of calls. This approach is already yielding results in police departments nationwide. "Communities that have become analytical with their data and changed their responses have demonstrated significant reductions in calls for service and enormous revenue savings," says Brandon Kooi, a professor of criminal justice at Aurora University in Illinois.

Crisis Intervention Teams (CIT)

A 2019 study in the *Journal of the American Academy of Psychiatry and the Law* concluded that police crisis intervention teams have only modestly helped reduce arrests of people with a mental illness and kept them out of the criminal justice system. The study also concluded that CITs have failed in a fundamental goal: to de-escalate and reduce violence to citizens and police alike.

<http://jaapl.org/content/early/2019/09/24/JAAPL.003863-19>

In September 2020, NPR reported that the training and deployment of widely-used police Crisis Intervention Teams or CITs, has proved woefully inadequate to reduce violence, get people into treatment or counseling, or to change the broader, often volatile dynamic surrounding mental health and law enforcement.

<https://www.npr.org/2020/09/18/913229469/mental-health-and-police-violence-how-crisis-intervention-teams-are-failing>

Non-Law Enforcement Crisis Response Team

Eugene, Oregon has a three-decade-old program: Crisis Assistance Helping Out On The Streets, or CAHOOTS. A non-police intervention for mental and behavioral health crisis calls, this program is a collaboration between local police and a community service called the White Bird Clinic. CAHOOTS provides mobile crisis intervention 24/7 in the Eugene-Springfield Metro area. CAHOOTS is dispatched through the Eugene police-fire-ambulance communications center, and within the Springfield urban growth boundary, dispatched through the Springfield non-emergency number. Each team consists of a medic (either a nurse or an EMT) & a crisis worker (who has several years of experience in the mental health field).



CAHOOTS provides immediate stabilization in case of urgent medical need or psychological crisis, assessment, information, referral, advocacy, and (in some cases) transportation to the next step in treatment. Any person who reports a crime in progress, violence, or a life-threatening emergency may receive a response from the police or emergency medical services instead of or in addition to CAHOOTS. CAHOOTS offers a broad range of services, including but not limited to:

- Crisis counseling
- Suicide prevention, assessment, and intervention
- Conflict resolution and mediation
- Grief and loss support
- Substance abuse support
- Housing crisis support
- First aid and non-emergency medical care
- Resource connection and referrals
- Transportation to services

<https://whitebirdclinic.org/cahoots/>

Denver & Portland CAHOOTS

Denver, Colorado and Portland, Oregon have launched small pilot programs modeled on CAHOOTS. In both places, the programs are starting small in targeted sections of the City with a goal of expanding their reach over time.

Los Angeles, California

On October 14, 2020, the Los Angeles City Council voted to move forward with a proposal to create unarmed crisis response teams to respond to nonviolent emergency 911 calls, instead of Los Angeles Police Department officers. The pilot program specifically enables 911 operators to dispatch nonviolent calls to contracted service providers and specialists who will respond to mental health crises, substance abuse incidents, suicide threats, and behavioral distress. The contracted professionals will also provide conflict resolution services and welfare checks.

The measure, which passed 14-0, allows the City to seek non-profit partners to implement the unarmed crisis response pilot program. It also creates a new classification of city employees who will respond to nonviolent 911 calls.

In March 2021, the Council was presented with the CAHOOTS program as a possible model. Some members pushed back against the model for Los Angeles's non-violent response program, citing Eugene's lack of racial diversity. An additional consideration was that Eugene, Oregon has a population of 156,185. The City of Los Angeles has a population of 3.79 million. Even Denver, which started its own non-violent response program recently, only has a population of 727,211. The concern was that neither city's model has been tested against the raw number of crimes and mental illness cases experienced by Los Angeles' residents.

Denver, Colorado

The Support Team Assisted Response (STAR) program was launched on June 1, 2020, to help ensure the vulnerable get the help they need. STAR responded to 748 calls during its first six months, reducing police calls by 2.8%. None of the calls required police or led to arrests.

The City of Denver has allocated \$1.4 million to expand the service, and the Caring for Denver foundation has matched those funds. This will help the program expand to having multiple supplied vans — with enough professionals to work 8-hour shifts covering all hours of the week.

The program has been in the works since 2019 when voters approved a grant to combat issues stemming from mental health conditions and substance abuse. Currently, STAR only operates weekdays during normal business hours with a goal of providing enough staff to take calls at all hours. STAR organizers believe the program is working well, seeing about 35% of STAR's calls coming from Denver Police officers themselves.

STAR's first progress report was published six months after the program began.

https://wp-denverite.s3.amazonaws.com/wp-content/uploads/sites/4/2021/02/STAR_Pilot_6_Month_Evaluation_FINAL-REPORT.pdf

Conclusion

There are many options and variations being tested and vetted across the nation regarding how and if public safety departments should direct or collaborate when it comes to address wellness and social services. The City of Pittsburgh would benefit from reviewing whether certain models would yield a successful and healthy benefit to the Department of Public

Safety or a financially draining duplicate of existing services. Consideration of community impact will be vital, and some changes may create a need to shift resources and result in departmental reorganization.

Based on interviews, reports, and research conducted, the findings developed on behalf of the Department of Public Safety, are as follows:

Expand the Victim Assistance Office

The DPS submitted a 2022 Goal to expand the Victim Assistance Office and seeks to have at least one social worker or social work intern dedicated to at least 3 of the Police Zones.

The Victim Assistance Office is not being utilized to meet the needs of victims or victims' families. The journey through the justice system can be traumatic, especially for victims of crime. The Victim Assistance Office should be expanded to offer victims and their loved ones a single point of contact that they can turn to, before and after their offender is sentenced.

Services provided across the nation that should be considered, include, but are not limited to, the following:

- Assistance obtaining information on applicable victims' rights
- Providing information regarding criminal justice and court related services
- Assistance that includes court accompaniment, investigation and case updates, and appropriate court notifications
- Crisis intervention
- Information about any applicable local crime victims' laws
- General information and referral to appropriate victim service providers
- Notification of court decisions
- Personal advocacy and support services
- Victim Advocacy

Implementation of Cross-Cultural Training

Implementation of Cross-Cultural Training should include the BOP, BOF and EMS, but most especially the police. As a "Welcoming City," Pittsburgh has a diverse population. The City's



first responders should be aware of cultural differences and be provided training on all manners of de-escalation.

Develop Community Based Policing Strategies

Relationship-Based Policing

2020 was a challenging year in the United States for law enforcement, nation-wide. The year shed light on just how strained relations are between police departments and the communities they serve, as well as just how big the trust gap is.

Community Policing is a framework which aims to improve quality of life and increase public safety through collaboration between police officers and community members. In community policing, the job of the police is not just to respond to incidents, but also to help solve community problems; to problem-solve not just for residents, but with residents. This is achieved through building positive police-community relationships, in order to enhance quality of life in neighborhoods. Relationship-based policing models vary by community, but most share certain core principles including:

- A wide range of community partnerships
- Assignment of police to one small geographic area
- Training the entire department in community policing best practices
- Increasing officer buy-in of community policing benefits
- Clear and sustained expectations and commitment by department leadership
- Expanded performance reviews that include assessments of community policing values and community engagement
- Systematic and standardized problem-solving approaches

Officers will need to make positive first impressions with the community and work collaboratively with others. Therefore, strong communication, interpersonal, and strategic problem-solving skills are critical when hiring new officers and developing existing officers. Divisions should also strive to hire officers who reflect the racial and ethnic makeup of the communities they serve. New hires should understand the unique aspects of placement with the Pittsburgh Bureau of Police and be willing to commit for a required minimum period of time. Currently, there is no such requirement for newly recruited police officers to remain in

the jurisdiction of the City after graduating from the Police Academy. If Pittsburgh invests in their recruits, the recruits can invest in Pittsburgh.

Community Partnerships Success Models

- Officers in Lincoln, Nebraska's Police Department serve residents in need by maintaining on-call contacts with mental health and needs-based providers and by using a phone app called MyLnk to immediately connect with a clearinghouse of public services. This dual approach has resulted in round-the-clock support for officers and citizens in crisis situations.
- The New York Police Department has a Collaborative Policing Unit dedicated to assisting officers, other government agencies, and nonprofits, to work together to address problems. The unit produces a quarterly-updated, downloadable, public resources guide for residents and crime victims, which has proven to be a valuable asset to officers in the field.
- Belton, Texas partnered with its residents to create a network of outdoor home surveillance that has helped drastically reduce car and home break-ins. In addition, Belton works with local faith-based organizations and volunteers to organize a daily phone bank for wellness-checks for elders — a lifeline for Belton's senior population. "It's easier to interact with citizens to create change than it is to write a report." – Chief Gene Ellis, Belton Texas Police Department

Performance Evaluations Should Be Utilized

Performance Evaluations should be utilized across the Department and Bureaus. Performance evaluations, which are fundamental to long-term model sustainability, should reflect the type of effort agencies want to see. Supervisors doing evaluations must include measures of meaningful effort, rather than just arrests and crime data, and find ways to document engagement with the public. Departments must also measure effectiveness through surveys and focus groups to see what has worked and where more effort is needed. Accomplishments and/or weaknesses should be evaluated and addressed regularly.

Success Models

- Los Angeles Police Department interview boards consider creativity and extra skill sets an officer may possess in their hiring choices. Placement in the CSP unit requires



a 5-year commitment and officers interested in applying must attend an orientation session to understand what the commitments entails.

- Community Coordination Officers in New York City must have two years minimum of policing experience. NYPD also promotes supervisors who believe in and support the model, recognizing that if the unit is poorly run, the model will fail. Likewise, if the unit is run well, the model has a higher chance of succeeding.
- Even before civil service background checks, Belton Police Department applicants are screened by a three-panel supervisory board, a lieutenant and two sergeants, to determine if they fit well with the department's relationship-based values. Any officers with red flag pasts or exhibiting intractable "us versus them" mindsets are passed over.



Department of Public Works

Workforce

Workforce is a tremendous threat and weakness. Described as "probably one of the biggest risks facing the City," the aging workforce creates a concerning vulnerability for the DPW. There are at least 10 people in the department who have worked for 40 years. There are some 70-year-olds still working as laborers and drivers. There is not a single, comprehensive resource that lists retirement-eligible staff, so at any given time, decades of years of institutional knowledge can be lost through retirement and the City will not be prepared to backfill. On any given day, 15-20% of the workforce is out due to illness or injury. The department runs lean and is barely able complete sanitation routes, etc.

Capital Budget

The capital budget is managed on a series of paper transactions. At the department level, there is no visibility into the Comptroller's office to know the status of vendor payments on capital projects. This situation creates a perception of the City as an unreliable payer and causes contractors to inflate bids to ensure cash flow.



Ethics Hearing Board

Conflict of Interest

Investigator

There is a 50/50 utilization of one person to investigate cases on behalf of the EHB and the City's Legal Department. Overlapping investigations have been conducted by this position, on behalf of each of the two departments. The Executive Manager confirmed that some investigations have included the same cases filed by complaint with the EHB and independently under review by the City of Pittsburgh Legal Department.

Legal Advisor/Law Clerk

The budget does not currently allow for a law clerk or legal advisor. There may be conflict of interest issues for the EHB or its staff seeking legal counsel from the City of Pittsburgh Legal Department, regarding any matters which may come before the Board and have possible legal implications against the City of Pittsburgh, individually.

It is imperative the office assisting the Ethics Hearing Board is diligent in addressing any possible implications of impropriety.

Hearings

According to meeting records, a determination has not been made by the EHB regarding holding Public Hearings to accommodate current safety restrictions. The issue was first addressed in February. A determination needs to be made as to whether the enforcement duties are being met.

Quorum issues also need to be addressed with possible solutions, such as appointment of an independent hearing officer.

Office of Community Health & Safety

Need to Collaborate with Other Agencies Doing Complimentary Work

In our interviews of internal and external stakeholders, it is evident that the services provided by OCHS are in high demand. Despite continued efforts from Public Safety professionals and other direct service providers, data from the CDC suggests that opioid overdose fatalities have accelerated during COVID-19, following a trend of increasing opioid overdoses which began prior to the pandemic. In response to the worsening crisis, the OCHS is committed to utilizing insights gained from improved data analysis to inform progressive opioid overdose prevention strategies that seek to: reduce harm associated with drug use, employ a person-first approach, and address social determinants of health. Within the Office of Community Health and Safety, this work is led by the Overdose Prevention Program Coordinator in partnership with Pittsburgh EMS and the Allegheny County Health Department's CDC-funded Overdose Data to Action program, which aims to strengthen local capacity to address overdoses across the county. The City of Pittsburgh is among stakeholders partnering with ACHD through this county-wide program in order to monitor emerging trends which inform prevention activities that reduce harm associated with substance use. OCHS will need to continue and expand its network of collaborative partners to be most effective and to continue the progress in fighting the City's opioid crisis.

Social Worker Ride-Alongs

OCHS has launched a program to support social workers conducting ride-alongs with the Bureau of Police. Social workers have long worked alongside law enforcement, often treating clients in prisons and jails, in inpatient psychiatric facilities, and in immigration detention centers. A 2020 report on reimagining policing by the National Association of Social Workers suggests collaboration could strengthen public safety, reduce racist incidents, and improve the relationship between law enforcement and communities of color. The Pittsburgh program is just launching, but it shows great promise for the future of public safety. One important milestone for this program will be to work with the Department of Law to sort out liability regarding social workers riding in police cars with the express purpose of providing treatment to citizens.

Need to Clearly Define Role of Office

Like several other city departments, the Office of Community Health and Safety needs a refresh on its office/departmental measurable goals and objectives to maximize efficiency and equitable outcomes. There appears to be some conflicting direction in duties, with a lack of clarity in responsibilities assigned to OCHS and other offices/departments, resulting in confusion over departmental authority. This perception could result in organizational conflict if not properly managed. OCHS, along with other offices/departments with intersecting work, should be brought together to clearly define roles, expectations, and opportunities for partnership and collaboration.

Office of Equity

2017 and 2018 RAND Studies

Pittsburgh ranks as one of the most livable cities in America, the Paris of Appalachia. Yet more than one-third of its black residents live in poverty. The Peduto Administration partnered with the 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 ten points to the "student success" score. At the same time, though, black incomes fell, especially compared with white incomes, deducting ten 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, thanks to efforts to get lead out of homes and water supplies. Access the RAND report here: 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 by the previous RAND studies 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 to yield the equitable outcomes 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 which support the newly adopted policies, including but not limited to metrics, goal setting, training, roles and responsibilities, and monitoring and compliance of an equitable compliance program.



Office of Innovation & Performance

Workforce

The Department of Innovation and Performance continues to expand services and projects, however requests for additional staff to manage the work has been denied. There are currently nine critical custom application projects for the Bureau of Police that require delivery in 2022, yet with no staff to perform the work. Further, there are thirteen IT projects that were approved by the TLC Governance Committee for 2022, but no additional staff to implement those projects.

The workload on current IT staff has increased substantially over the past five years, from 43 end users serviced by each IT staff member to 73 end users serviced by each IT staff member. This 37% increase in workload also corresponds with an 11% decrease in personnel costs in the FY2021 budget. As the City further adopts new technology solutions, it is critical that the Department of Innovation and Performance be appropriately resourced.

DashBurgh

The Peduto Administration will be launching DashBurgh, a transparency tool to allow citizens to understand how their tax dollars are being invested. Interviews with department directors revealed that there is not currently a consistent, citywide performance management system. Most departments do not have performance goals and metrics that are tracked in a central location, although some departments do track metrics on their own. Much of what will be included in the dashboard is static information, e.g., number of miles of paved streets, number of streetlights, etc.

Performance dashboards for municipal government have been around for more than 20 years. "CitiStat" programs are based on a policing system, called CompStat, adopted by the New York City Police Department during the 1990s. The City of Baltimore famously transformed their performance management system into one that uses inexpensive software to track performance indicators in each department. By attending to the numbers and carefully monitoring performance, the department is able to zero in on problem areas, spot trends, and allocate limited resources more efficiently. Further, best practices in cities across

the country have an accountability feature that requires department directors to meet periodically with the Mayor and/or senior municipal leaders to discuss their performance and develop strategies for improvements.

The program that is being implemented by the Peduto Administration does not include citywide department performance indicators and is technically not a performance management system. A decision point for the next mayor will be to determine whether to invest in the program to develop a robust performance management system, or to abandon the project.

OneStopPGH

As stated earlier in this document, the City is in the process of rolling out a one-stop shop for licenses and permits. The Peduto Administration has plans to perform a ribbon-cutting ceremony before inauguration to reveal the new location at 412 Boulevard of the Allies. However, the project does not have any full-time dedicated staff, and there is not a plan in place to relocate the appropriate staff to the new building to manage OneStopPGH.

There is voluminous research on best practices in one-stop shops for licensing and permits. Central to the success of a one-stop project is putting the customer first, from planning for the one-stop's development through the delivery of services, both online and in-person. There should be a project manager (other than the applications administrator) assigned to the implementation of OneStopPGH to develop a comprehensive plan for the colocation of the staff necessary to provide customers with a seamless experience. Additional technology investments will also be required to manage counter service and expedite service delivery. While additional funding was included in the 2022 budget for further software development, the requested dedicated full-time position was not approved.

Gavin Atkinson, an advisor to government agencies worldwide, has written several pieces on best practices in one-stop locations. He advises government agencies to "Set a vision and work towards it. Don't pretend it exists early on when it doesn't." One of the risks associated with the event that is being planned is that the public could soon learn that the physical space is not yet a functioning one-stop shop. That inconsistency may deter customer acceptance



of the project and can make it difficult to regain customer confidence once/if the work is done to create a mature one-stop project.

A point of decision for the next mayor will be to determine whether to invest in this program to develop a highly-functioning, co-located one-stop shop for procurement of ALL licenses and permits, or to abandon the project. The latter would also require consideration of what to do with the space in the building for which a ribbon-cutting ceremony is being planned.



Office of Management & Budget

American Rescue Plan Funding

The OMB created an ARP Trust that manages the allocation of \$121M of the ARP funding. \$33.8M is in FY21, with \$48M in FY22 in the current Operating budget. Remaining funds have been allocated to Capital and future Operating budgets.

Office of Municipal Investigations

Interviewing



The use of tape recordings as an initial method of conducting intake seems aggressive and may cause complainants to retreat.

Continued Public Awareness

OMI administration should continue to educate the public as to what kind of complaints OMI can investigate, and should communicate to the public that all city employees are answerable to a code of conduct. OMI should continue to work with neighborhood and community groups by informing them of their mission and processes.

Closing Categories

OMI administration should reinstitute the classification of "pending" within its database recordings. This status indicator would give a clearer picture of the progress of investigations for each complaint.



Adding a variable such as "pending: criminal court ruling," "pending: medical records retrieval," or "pending: witness statement collection" would allow OMI management to be able to create reports and more closely monitor the progress of each investigation. Adding a variable such as "pending" would be more efficient for database queries, rather than relying on investigator memory and the narrative maintained within each complaint.

Evidence Standard

Each party investigated in OMI cases is seen as equally credible, which leads to cases being dismissed because there is not more evidence from one side over another.

Pittsburgh Parking Authority

Workforce

Generally, the PPA workforce is strong, with 130+ employees, a solid foundation in Executive Leadership, and an overall healthy morale. However, an aging workforce does create vulnerability.

Downtown Activity

There is a consensus that improvements to the downtown area would foster an atmosphere of more people returning to the City and utilizing parking facilities, rather than moving to suburban areas and using mass transit as means of getting back and forth. Such improvements could include: maintaining downtown areas for cleanliness, making the downtown safer through a better effort of city and police partnerships, providing more available subsidized housing, and allocating more investments to the local school system.

Discussions also reflected a desire for the City to do what is best for its citizenry in the long term, not simply what looks good or is popular.

Primary Activities

The largest source of income for the PPA is through its parking leasing program, whereby the facilities under PPA management are leased to third party-operators for a portion of proceeds, much of which is remitted to the City.

Although the City establishes street parking rates, the PPA does enforce the laws and tickets vehicles. Fines are then funneled into the PPA Parking Court, which also employs judges directly.

In 2012-2013, the PPA introduced pay by phone technology. This was the first authority in the US to introduce it, and other cities have used it as a model. PPA will be issuing a transition memo (SWOT analysis) to the Incoming Administration.



Urban Redevelopment Authority (URA)

Economic Development in the City of Pittsburgh lacks direction and effective coordination. It is critical that the incoming Administration define and direct the work of all of the partners in the Economic Development ecosystem, so as to take advantage of the Federal funding that will be flowing into the City, as well as to implement impactful legacy projects.

Over the past decade, there have been countless studies conducted to assess economic development projects and programs in the City. These various reports and initiatives have been implemented to varying degrees and do not align with an overall strategic vision for economic development in the City. An assessment of the various plans is necessary, and an overarching plan that includes all of the City's partners, from neighborhood community development corporations to public entities — both local and regional — should be implemented. There is a tremendous opportunity for the incoming Administration to create catalytic change by strategically implementing the various initiatives that have already been studied.

The URA Organizational Strategy completed in 2020 offers a clear recommendation on the way forward:

"Establish a new reporting structure linking the CEDO with key City and City-affiliated economic development actors (including the URA, the Department of City Planning (DCP), the Department of Mobility & Infrastructure (DOMI), the Department of Permits & Licensing (PLI), the Department of Public Works (DPW), the Housing Authority of the City of Pittsburgh (HACP), the Pittsburgh Parking Authority, the Pittsburgh Water & Sewer Authority (PWSA), and the Stadium Authority of the City of Pittsburgh, and the Stadium & Exhibition Authority of Pittsburgh & Allegheny County."

The incoming Administration will have to determine whether that work should be led by the City's Chief Economic Development Officer (CEDO), or whether the Executive Director of the Urban Redevelopment Authority would be a more practical leader for this coordinated effort.



Furthermore, the URA Organizational Strategy included several key findings and recommendations which should be considered.

KEY FINDINGS AND RECOMMENDATIONS

FINDINGS	RECOMMENDATIONS
MISSION & VISION	
<p>F1.1 The City of Pittsburgh has not clearly articulated its economic development priorities.</p> <p>F1.2 There is a lack of consensus on the URA's role in accomplishing the City's economic development priorities.</p> <p>F1.3 The URA does not consistently apply metrics and targets to guide its work.</p>	<p>R1.1 The City should consistently communicate a set of citywide economic development priorities and targets.</p> <p>R1.2 The URA should create a business plan guided by citywide economic development priorities, with clear metrics and targets.</p> <p>R1.3 The URA should revise its core mission statement, brand, and potentially its name in order to better reflect the City's strategic goals.</p>
LEADERSHIP & GOVERNANCE	
<p>F2.1 There is a lack of formal coordination between the URA, City Hall, and other City departments.</p> <p>F2.2 The URA's consolidated functions provide flexibility and authority, but there is a lack of coordination and strategic alignment.</p> <p>F2.3 The URA currently lacks a dedicated team to lead strategic planning on behalf of the agency.</p>	<p>R2.1 The City should appoint a Chief Economic Development Officer within the Mayor's Office to coordinate economic development.</p> <p>R2.2 The URA should reorganize its departments to streamline decision-making, reduce duplication, and improve functional clarity.</p> <p>R2.3 The URA and the City should develop Intergovernmental Agreements (IGAs) outlining core services and funding obligations.</p>
RESOURCES	
<p>F3.1 The URA currently has few sustainable and flexible funding sources.</p> <p>F3.2 The URA has not optimally leveraged its real estate assets for financial sustainability.</p> <p>F3.3 URA budget tracking procedures lack clarity, creating confusion among stakeholders vis-à-vis the URA's financial position.</p>	<p>R3.1 The URA should create a financial sustainability plan to pursue new revenue sources and maximize existing assets.</p> <p>R3.2 The URA should modernize its financial tracking to provide transparent and on-going reporting of its financial position.</p> <p>R3.3 The URA should increase revenue streams from existing assets as well as public, private, and philanthropic partners.</p>
TALENT	
<p>F4.1 The URA has a motivated and talented staff but lacks succession planning or processes to retain institutional knowledge.</p> <p>F4.2 Compensation is broadly in line with industry norms, but there is an opportunity to further incentivize performance.</p> <p>F4.3 The URA is committed to improving its workplace diversity and addressing pay equity.</p>	<p>R4.1 The URA should put systems in place to boost morale, raise productivity, and ensure transfer of institutional knowledge.</p> <p>R4.2 While retaining a focus on base pay equity, the URA should add awards or bonuses to incentivize performance.</p> <p>R4.3 The URA should continue its efforts to create an inclusive workplace and communicate this progress to key stakeholders.</p>
EXTERNAL ENGAGEMENT	
<p>F5.1 The URA has few formal partnerships with private and nonprofit entities.</p> <p>F5.2 The URA lacks a standardized approach to community engagement.</p> <p>F5.3 The URA's marketing and communications team has not effectively communicated agency accomplishments to key stakeholders.</p>	<p>R5.1 The URA should strengthen and formalize partnerships with external entities in service of economic development objectives.</p> <p>R5.2 The URA should unify its approach to community engagement between departments and across neighborhoods.</p> <p>R5.3 The URA should create a new executive office merging strategic policy, communications, and community engagement.</p>



Pittsburgh Water and Sewer Authority

Adherence to Federal/State/County Agreements

It is imperative that PWSA adheres to any and all consent decrees and agreements between Federal, State, and/or County entities. Where deficiencies exist and/or are anticipated, swift action must be taken, and transparent communication must be given. Documentation will be valuable and important. The current leadership, recent reports, dashboards, and Capital Improvement Plans all provide a reasonable sense of optimism for the future of PWSA, but positive change must be nurtured and maintained.

Overcoming Historically Negative Perceptions

Historically, the most important power dynamic across several mayoral administrations has been the struggle between PWSA's Board and the City's Mayor. Several independent audits and Peduto's own Blue Ribbon panel all noted that something needed to be done to prevent it from being hijacked by the priorities coming from the Mayor's office. Recent changes have assisted in this effort, but the negative perceptions still exist. However, with new administrations come new opportunities. The relationship between the Mayor of Pittsburgh and PWSA has been clearly documented over the decades. Being aware of and sensitive to this history should be a consideration.

Stability in Leadership

Stability in leadership has plagued the PWSA. Frequent leadership changes make an organization inefficient and can interfere with planning strategies to overcome daily problems. Consistent and strong leadership must be maintained and undue influence on the Board's independent decision making must be avoided.

Since 1995, there have been five Interim Executive Directors and nine Executive Directors of the PWSA:

Glenn Cannon resigned 10/1995

Greg Tutsock Interim Ex. Dir. until 12/1996



- (76K) Timothy Equals** hired as Ex. Dir. 12/96 – resigned 10/98
John W. Hanna hired as Ex. Dir. 10/98 – terminated 12/2000
Greg Tutsock hired as Ex. Dir. 1/01 – terminated 9/07
- (130K) Michael Kenney** hired as Ex. Dir. 4/08 – resigned 12/10
Stephen Simcic and **Thomas L. Palmosina** named co-Interim Ex. Directors 12/10
- (240K) Jim Good** hired as Ex. Dir. 5/05 – resigned 3/16
David Donahue named Interim Ex. Dir. 3/16
Bernard Lindstrom named Ex. Dir. 9/16
Bob Weimer named Interim Ex. Dir. 4/17
- (350K) Bob Weimer** hired as Ex. Dir. 6/17
Will Pickering hired as Ex. Dir. 5/2020 (Current)

As noted in the 2017 Performance Audit Report by the Office of the Controller, PWSA has “experienced many leadership changes throughout the years, from key managers to executive directors. Each change in leadership brings a learning curve. The staff must adjust to a new personality and new way of doing things. This lack of consistency in an organization can cause confusion and frustration among employees, customers, and the organization as a whole.”

Recommendations were made in the report for the PWSA Board of directors to work diligently to find an executive director with the knowledge and skills to manage PWSA operations. Employee retention is imperative, and the chosen individual should be able to make a long-term commitment. The report urges frequent oversight of the position.

In June 2020, Will Pickering was named the Executive Director of the Pittsburgh Water and Sewer Authority (PWSA). Prior to becoming Executive Director, he served as the Deputy Executive Director and Director of Public Affairs at PWSA. Prior to joining PWSA in fall 2016, Pickering was Manager of Communications and Government Relations at DC Water. There, he managed the communications program and spearheaded DC Water’s interactions with the federal, district, and neighboring local governments.



With Executive Director Pickering's prior experience and reputation for remaining calm under pressure, the PWSA seems poised to focus on the capital improvement plan to replace and upgrade the City's infrastructure and to ensure reliable service to customers.



Executive Summaries



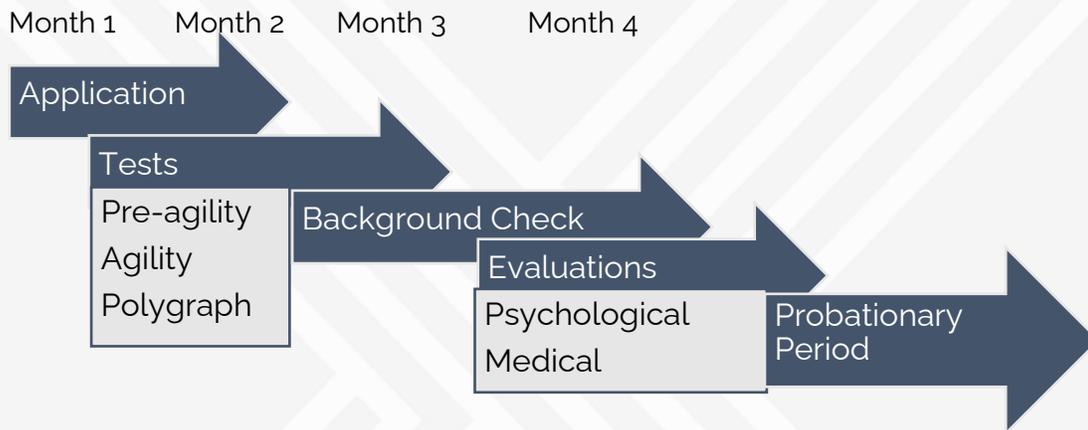
Bureau of Emergency Medical Services

The Bureau of Emergency Medical Services is dedicated to the reduction of morbidity and mortality of residents and visitors through the provision of Advanced Life Support prehospital care, medically directed Technical Rescue, and transportation of the ill and injured.

The Ambulance Division is comprised of 13 Medic Units and 2 Basic Life Support (BLS) Ambulances receiving calls from the 911 dispatch center 24 hours/day. The Division is overseen by a minimum of two District Chiefs during normal daily operations. Medic Units are spread across Pittsburgh, better allowing for the most effective and efficient response. Also, in coordination with the Center for Emergency Medicine, a Physician can respond to the scene at the request of our Paramedics to assist with the treatment of particularly critical patients. In addition to emergency treatment and transport of patients, the Ambulance Division provides medical coverage for special events throughout the City of Pittsburgh.

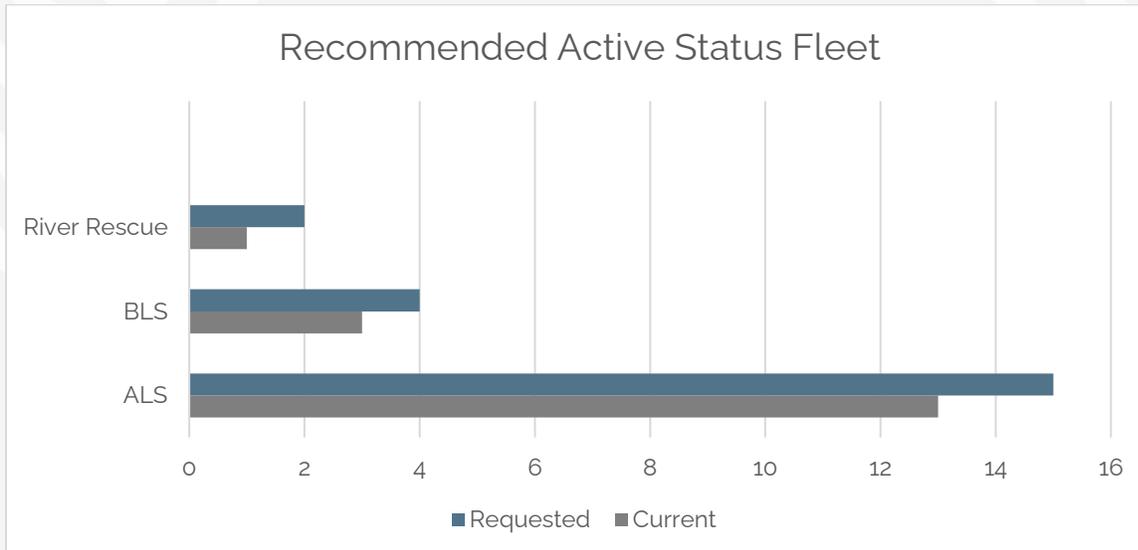
Chief Ronald Romano has held the position of Chief of the Bureau of EMS for 3 years. He reports directly to the Director of Public Safety. Chief Romano estimates EMS creates around \$12 million in billing a year for the City through Medicare and insurance. He has no concerns with the current EMS policies and procedures. Of those employed by the Bureau, 94% are vaccinated against the COVID-19 virus.

On behalf of Emergency Medical Services, the Office of Human Resources hires 3 staff members each year but it takes 3-4 months to complete the process for the EMS employee to become active. The process is summarized below.



The EMS is budgeted 166 paramedics and Crew Chiefs, of which there are 127 paramedics, 39 Crew Chiefs, 22 EMTs, 7 Administrators and 10 District Chiefs (shift supervisors).

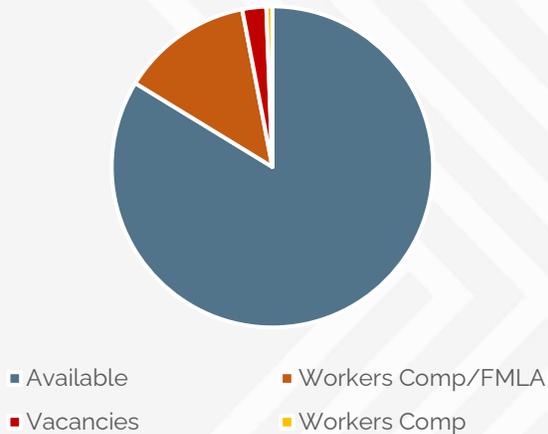
The City of Pittsburgh receives an average of 150 calls in a 24/hr period which are directed to EMS. Due to the rate of calls and Bureau need, Chief Romano would like additional staffing of 16 paramedics and 8 EMTs (resulting in 2 additional ALS (Advanced Life Support) units and 1 additional BLS (Basic Life Support) unit). The department currently runs with 13 ALS, 3 BLS, and 1 River Rescue Coverage employee, 24 hrs. a day.





Shift and Coverage

Employees by Status



medics out on worker's compensation/family leave, 4 medic vacancies, 1 EMT on worker's compensation leave, and 4 EMT vacancies.

EMS runs on 12-hour shifts (12 hours on, 12 hours off). In a 24/hr period there are 16 ambulances, 2 rescue and 1 river rescue personnel on duty (38 personnel during each shift). *An employee may often work an 18-hour shift to cover for someone off or on sick leave.* Working 18-hour shifts and covering deficiencies has impacted morale and increased overtime pay. There are nearly 33 employees who need to be covered for various reasons. There are currently 22

Retention

Retaining staff has become an issue for the EMS. The Bureau receives applicants from out of state areas such as Ohio and Maryland due to the reputation of being a premiere location and the various specialty areas covered here. Nonetheless, these applicants often move back to their original areas. An Office of Human Resources analyst estimates a loss of 1.5 employees a month.

Fleet and Storage

Currently EMS holds 10 outside parking spaces, placing the vehicles in the elements. Chief Romano suggests a warehouse for storing and protecting vehicles. The current indoor garage utilized by EMS, holds 7 stocked ambulances, 4 motorcycles, and 2 bicycles, which are all only used for special events, and 3 large ambulances for disasters.

EMS currently depends on the ELA (Equipment Leasing Authority) to provide the vehicle units. Each unit costs approximately \$350,000 and has a special box design so that all trucks are consistent with one another, for better efficiency during calls. There was no order placed for trucks in 2021 or for receipt in 2022, due to budget constraints. Chief Romano noted the



constant rotating between new and old trucks can be risky, and the age of the current fleet is of high concern to him.

There are an estimated 1 or 2 ambulances manufactured in 2013. The fleet includes 13 ALS trucks, with the oldest being manufactured in 2017. Although a 2017 model does not seem outdated, high mileage has impacted the performance of even the newer models. The scuba truck was manufactured in 1987 and the rescue truck was manufactured in 1982. Spare trucks are used weekly to provide routine preventive maintenance to the newer vehicles. Chief Romano suggested that the current Fleet Manager needs to be operational and not just a "bean counter."

Chief Romano was very candid and provided additional information in regard to his concerns for the current fleet, in a post-meeting email:

Comments From Chief Romano Via Email 10/20/21

"I believe that we need three new ALS ambulances every year to continue a solid rotation. By not receiving any new ALS units for two years and no adjunct vehicles, it increases the need and cost into the next year.

I now need nine ALS ambulances for 2023 at almost three million dollars. (need to order now for 2023 due to ordering window)

Frontline fleet continues to age and increase in mileage and the spare trucks' age also causing breakdowns and prolong out of service time while switching. (two hours to switch unit on each end). In summary the EMS Fleet needs to be addressed."



Bureau of Fire

Overview

The roles and responsibilities of the Pittsburgh Bureau of Fire (BOF), as related to public safety, include emergency medical care, fire investigation, code enforcement, training, logistics, and suppression. It is the mission of the Pittsburgh Bureau of Fire to protect life, property, and the environment by providing effective customer and human services related to fire suppression, fire responder medical service, hazardous materials mitigation, emergency management service, and domestic preparedness.

Personnel

The Pittsburgh Bureau of Fire (BOF) encourages all personnel to take a proactive role in reducing the impact from emergencies by providing programs related to: public education, risk reduction, fire prevention, community relations, disaster planning, and operational training. A detailed list is provided in the Programs and Projects section below.

There are currently 656 personnel employed with the Bureau of Fire, which is the second largest employer under the Department of Public Safety. Unfortunately, there are only four women on the team, (only one of whom is an African American woman). Clearly, diversity is an issue and should be addressed and prioritized. This need is especially important for women applicants who have continuously had issues passing the existing physical test. According to Chief Jones, the physical test exceeds local standards and is not representative of the actual physical requirements experienced by the BOF.

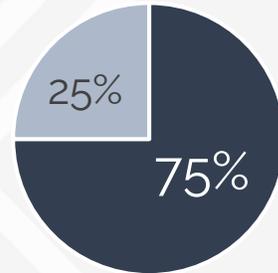
The existing residency requirement requires prospective personnel to be a resident of the City of Pittsburgh at time of application, rather than upon start date (as is required under the Bureau of Police and EMS). This residency requirement has proven to be a major recruitment barrier. Retention, however, is not an issue. Chief Jones says the Bureau receives a good number of recruits who are making lateral moves from the Bureau of Police and EMS. The standard application requirements include being 18 years or older, with no cut off in age until required retirement at 65. The applicant must have a High School Diploma, or GED or equivalent, a requirement lower than Bureau of Police.



Morale has dropped since the onset of the COVID-19 Pandemic. Currently, the BOF has a 75% vaccination rate and has experienced a few incidents/disciplinary issues due to some personnel not getting vaccinated. Masks are required full time in the stations/vehicles and on the way to calls. The BOF works a 24-hour on/72-hour off shift schedule, resulting in staff working 8 days a month with 22 days off.

Vaccination Rate

■ Vaccinated ■ Unvaccinated



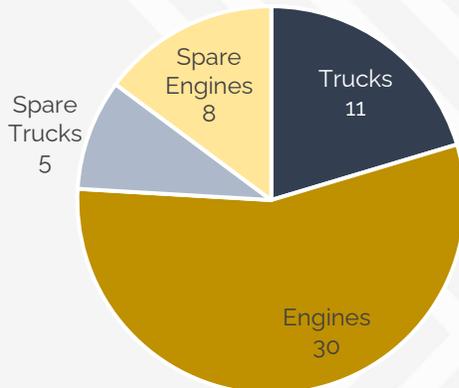
Because of the Bureau's issues with diversity and retention, a Barrier Study was conducted and completed by the Office of Human Resources in Spring 2021. According to the BOF, a copy must be obtained through the Department of Human Resources. A request was made, but no report has been provided.

Training

The Bureau of Fire has their own training facility and sometimes shares resources with EMS and Police for training in Hazardous Waste/Hazmat, Water Rescue, and Active Shooter. New recruits attend a 32-week training course and are certified in EMT Basic Life Support, FF2, Hazardous Material, Operations, Swift Water, and Confined Spaces. It takes around 11 months for the process, from application to personnel being in active service. Continuing Education is provided yearly for existing personnel and currently meets or exceeds standards.



Fleet



According to Chief Jones, the condition of the BOF fleet has been a concern. Day-to day, there are 11 trucks (with a large ladder) and 30 engines (that pump water) on the road. Spares are available in case of issues or apparatus failure. There are 5 spare trucks and 8 spare engines which are utilized when conducting regular maintenance on the newer trucks and engines. The BOF would prefer apparatus usage for frontline trucks and engines to not exceed 10 years, with 5 years in reserve and then

retirement. The age of the vehicles should be noted, as the oldest frontline truck was manufactured in 2008. The oldest engines consist of 2 frontline vehicles from 2008, 2 frontline trucks from 2009, and 1 from 2011.

Budgeting has allowed for the purchase of 3 new trucks which have been ordered 1 new engine expected in 2022 with 2 additional engines arriving in 2023. The cost of the engines is \$600,000, with trucks averaging \$1.1 million. Chief Jones asserts that reaching the goal of having 4 additional engines would result in the Bureau having a standardized fleet.

An incident status was provided for 2020. The stats are as follows:

160	• Structure Fires
687	• Other Fires (cars, trash, etc.)
2,149	• Hazardous Condition Calls
4,736	• False Alarms
14,380	• Emergency Medical Calls
7,775	• Good Intent Calls
5,367	• Misc. Calls
33,710	• TOTAL CALLS

Chief Jones is very knowledgeable and proud of his staff. He believes the Bureau of Fire has the resources and training to help mitigate issues and effectively respond to emergencies.



The BOF also takes pride in having an Elite status. Out of 400,000 Fire Departments across the country, the Pittsburgh BOF is one of 300 to hold an ISO Class I Rating.



Bureau of Police

The Bureau of Police (BOP) provides law enforcement and public safety services to Pittsburgh's residents and visitors. The Bureau is organized into the Chief's Office and three branches which are each led by a sworn Assistant Chief of Police. The most notable challenges facing the BOP are those of recruitment, retention, and training in an environment where traditional approaches are no longer sufficient.

Chief's Office

The leadership of the Bureau of Police is vested in the Chief who is responsible for the government and efficiency of the Bureau. The Deputy Chief assists the Chief in the administration of the Bureau. The Chief's Office, through the Chief of Staff, also coordinates the Bureau's national initiatives and outreach programs.

The Office of Strategy, Accountability, and Resiliency (OSAR) was established in 2020 and includes Professional Standards. The OSAR:

- oversees the Bureau's accreditation status; maintains overall responsibility for compliance to rules, regulations, General Orders, Special Orders, and Procedural Orders that guide the operation of the Bureau and its employees;
- initiates and ensures the timely completion of Critical Incident Reviews and reviews Bureau collisions;
- serves as the Bureau's Inspector General; and
- ensures that the Bureau and its employees maintain the highest standards of integrity, accountability, and ethics.

The Chief's Office is responsible for the administrative functions of the Bureau of Police which includes providing all training required to provide quality police services to the community and to maintain public trust. The Administration Branch is also responsible for processing court records and telephone report taking, warrant activities, maintaining evidence, and technology coordination and evaluation.



The Investigations Branch

The Investigations Branch provides dedicated law enforcement support to investigations and clearance of crimes against persons and property.

The Operations Branch

The Operations Branch is responsible for providing law enforcement services to the citizens and visitors of the City of Pittsburgh. The Operations Branch oversees the Community Engagement Office and youth outreach programs through the Community Resource Officers and the Neighborhood Resource Officers.

Community Engagement

Created in 2019, the Community Engagement Office (CEO) includes four other offices city wide, and each zone collaborates with the CEO. The Youth Advisory Council, a grant funded program, and the Chief Advisory Council are being developed under this office. According to Tiffany Costa, the Director for Community Engagement, the Chief Advisory Council is more of a "concept" and has not been fully developed. The idea is for the Council to be modeled after the Stockton Advisory Council and will consist of a group of community members who will regularly meet with the Chief. The Stockton Center for Community Engagement and Service-Learning is housed at Stockton University in New Jersey and promotes the ideals of public service and social responsibility, serving the good of the public.

Training

The BOP training division usually conducts 1-2 new recruit classes each year. Due to there being no hiring "in the foreseeable future," and COVID-19 repercussions, there have been no new recruitment classes in 2021. Training is conducted in rented space and does not include dorm-style training. Cadets train for up to 32 weeks and are allowed to go home each day. The training division also provides training on CPR and Firearms. De-escalation training is newly created but has yet to be provided. An applicant must be 18 years or older, have completed 60 hours of college credit, and live in the City (plus 25 air miles). The education requirement is a local requirement that acts as a barrier to potential recruits, and critics believe having many officers living outside of the City decreases their community investment and engagement.



Hiring

For the last couple of years there has always been a new recruiting class in queue. There were no classes in 2021. The entire process, from application to officers being on active duty, averages a year and a half. The Bureau mentioned the academy was cut both because the department was over budget and also due to the fall-out of "unrest." With no recruit class in 2021 and a loss of around 70 officers due to retirement, resignation, and death, there is concern regarding shift coverage and manpower. Officers are leaving but not being replaced. The Bureau estimates officer numbers will drop to the low 800s with the overlap of those leaving and the lack of incoming new officers. ***Chief Shubert believes the BOP will not see any relief regarding shift coverage and manpower until the summer of 2023 once a new recruit class is cleared to active duty.*** There are currently 257 officers at retirement age, and over 50% of the current department is comprised of officers on the force less than 7 years.

The BOP would like to have the budget amended to place more officers on the street. Mid-level management is needed, with of 11/12 Lieutenants awaiting promotion. Retention issues have greatly impacted morale. Some officers are leaving to go to the suburbs and federal agencies. There are currently no restrictions for new recruits requiring them to stay on the force for a certain amount of time post-graduation from the academy.

It remains to be seen which staff changes the current administration intends to make in the police department, but local news source WPXI-TV reported on November 11, 2021, that Pittsburgh Mayor Bill Peduto plans to allocate funds to add five Colonels to the ranks of the Pittsburgh Police Bureau. These would be brand-new positions for the department. The new positions drew harsh criticism from the Police Officers' Union, which claimed there are more pressing needs.

"You're expanding command ranks while operation ranks continue to dwindle, for what purposes and at what costs? He (the mayor) feels he needs to supervise his command staff rather than his field units," said Union President Bob Swartzwelder.

* <https://www.wpxi.com/news/local/allegHENY-county/target-11-unCOVERS-major-reSTRUCTURING-pittsburgh-police-bureau-union-takes-issue-with-proposal/XT5RKJHVYZBNLFB53NHBPPXYZI/>

Citizen Police Review Board

The Citizen Police Review Board (CPRB) is an independent agency set up to investigate citizen complaints about improper police conduct. The independent Citizen Police Review Board was created on May 20, 1997, through a referendum amending the Home Rule Charter (§228). As expressed by the citizens of Pittsburgh, the purpose of the Citizen Police Review Board is to receive, investigate, and recommend appropriate action for complaints regarding police misconduct, and to improve the relationship between the police department and the community.

As stated by §661.03 of the City Code, the board "shall strive to prevent future incidents of police misconduct and abuses of civil rights and strive to promote public confidence in law enforcement through its capacity to investigate, hold public hearings regarding and evaluate allegations of police misconduct and make recommendations concerning patterns of police misconduct if such are found."

The Board is composed of seven Pittsburgh residents, none of whom may be employed by the City or any of its Authorities. The Mayor directly appoints three Members and selects the remaining four Members for appointment from a list of nominees submitted by City Council. Vacancies or term conclusions are filled according to the initial appointment protocol. Two Members, and only two, must be experienced law enforcement professionals, and no Member may be a sworn, currently employed law enforcement officer. Members serve without compensation.

Personnel

Staff under the CPRB include an Executive Director, Assistant Executive Director, Solicitor, and investigators. There are 3 investigators, but the lead investigator handles intake full-time. Beth Pittinger has held the position of Executive Director of the CPRB for 21 years. Pittinger sat on the Independent Commission on Human Relations prior to serving as Executive Director of the CPRB. The Executive Director is responsible for administering the policies and procedures of the Board and those of the City which affect the daily operation of the Board. Ms. Pittinger also oversees Policy reviews, community outreach & collaboration, research, and other activities. Administrative support is provided by the Assistant Executive Director.

The agency duties include investigation and complaint disposition, community education, Board and staff development, and overseeing the administrative duties for the board. The complaint process and community outreach are most important to ensuring the goals of the CPRB are successfully met.

Complaint Process

One of the biggest concerns regarding an advisory board determining the viability of citizen complaints, is whether a proper and thorough process is in place in which to review submitted complaints. In this case, citizens must file a notice of intent to file a citizen complaint with the CPRB within six months of the incident from which the complaint arises. Once properly submitted, the Intake Coordinator then evaluates the complaint for administrative compliance and initiates the internal case management of the complaint. The Executive Director or the Assistant Executive Director reviews each citizen complaint, develops a preliminary investigative plan and assigns the case to an Investigator. Investigators conduct preliminary inquiries into cases and the results are presented to the Board.

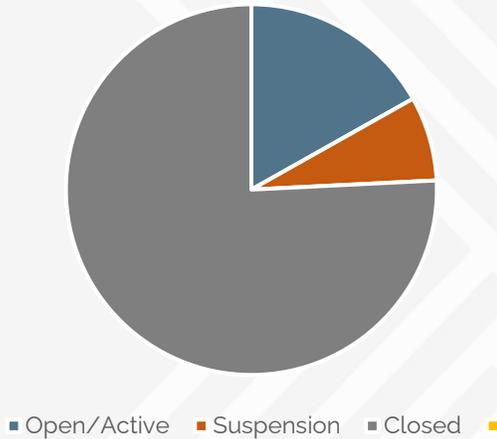
A preliminary hearing is held within 10 days of case review to determine whether the case moves forward to a Board hearing or is closed. The CPRB may close a case for various reasons: the case is out of jurisdiction; the officer is no longer employed; actions were determined to not apply to a city officer; expiration; and any other terminating decision made by the Board.

Complaints may proceed through investigation to a public hearing at the Board's discretion. If the case moves forward, the case is set for hearing before the Board. Disposition can be listed as unfounded, unsustainable, or moved to a full hearing before the Board. The Board grants the final decision. The Board considers the evidence and determines whether to further an investigation into the allegations of misconduct or to dismiss the complaint.

Issues disclosed by the CPRB include assertions that the Department of Public Safety and Bureau of Police (BOP) have not always been cooperative with disclosing records and evidence or testifying before the Board. Executive Director Pittinger attributes some of these barriers to BOP misunderstanding the authorized subpoena powers of the CPRB. In addition, some insurance companies have used the Criminal History Record Information Act (CHRIA) to prevent departments from releasing records. There are instances in which matters before

the CPRB are placed on suspension while awaiting a civil or criminal disposition, because it is an easier method of obtaining records and sworn testimony.

2021 Cases



To date in 2021, there have been around 190 cases on the docket, with 32 currently active and 14 cases in suspension status.

Community Outreach

The goal of community education and outreach is to improve relations between citizens and police by developing or enhancing common knowledge of police authority, practices and procedures, and civilian expectations of police conduct. Outreach is extended by the CPRB directly to the community and to police officers. The effort directed to citizens (1) ensures that the public is adequately prepared to respond to police encounters in a manner conducive to the safety of the citizen and the officer; and (2) conveys information on filing complaints when such encounters are perceived as offensive. The outreach to police officers is designed to encourage participation in investigations, explain the process, and integrate their concerns into the community education effort.

The 2022 Proposed CPRB Expansion Proposal

The CPRB proposes to establish a responsive independent office, capable of monitoring law enforcement and ancillary support services provided by the City to assure community needs are adequately met. The model devised by the CPRB and for which an enabling allocation has been sought, expands the operational capability into four units: Proposed Community Advocacy (5 staff members), Proposed Legal Advocacy (3 staff members), Proposed Expanded Investigation Unit (6 staff members), and Proposed Administration & Support (8 staff members).

2021 Performance Audit Report

This audit report was conducted and released by the Office of the Controller, pursuant to Section 404(c) of the City's Home Rule Charter. The audit examines the Board's origins and compliance with its legislative directives. Also examined are the Board's daily operations, effectiveness and limitations of the Board's oversight powers, patterns and geographical distributions of police complaints, and the Board's ability to foster better relationships between the community and the Pittsburgh Bureau of Police (commonly known as the Police Bureau). The scope of the performance audit for data analysis included the years 2018 and 2019.

Based on department interviews and report findings, the Citizen Police Review Board appears to adhere to the duties and directives mandated by the City.

Commission on Human Relations

The Pittsburgh Commission on Human Relations ("PghCHR") is an independent Commission that enforces and ensures civil rights protections within the City of Pittsburgh. *Sections 216 through 218* of Pittsburgh's Home Rule Charter established the PghCHR and *Title 6, Article V, Chapters 651 through 659*, of the Pittsburgh City Code further detail and outline the PghCHR's authority, as well as civil and human rights protections within the City. Additionally, per contracts with the U.S. Department of Housing and Urban Development (HUD) and the U.S. Equal Employment Opportunity Office (EEOC), the PghCHR enforces federal anti-discrimination law in housing and employment.

The Commission consists of 15 volunteer Commissioners who are appointed by the Mayor and approved by City Council. The Commissioners serve four-year terms.

PghCHR investigates complaints of alleged discrimination in employment, housing, public accommodations, and the provision of City services. It can also initiate its own complaints against persons and entities and can investigate any conditions, which it believes, is having an adverse effect on 'intergroup relations.' Additionally, the Commission reviews findings and recommendations of staff, conducts confidential mediation/conciliation meetings, approves of and/or enters into mediation/conciliation agreements, holds private fact-finding meetings, subpoenas evidence and/or witnesses, and interviews witnesses. It may hold public hearings which could result in fact findings which are legally enforceable orders. The Commission also provides outreach and education services regarding rights and responsibilities under the Fair Practices Ordinances (PCC: 651-659). These functions are performed within the following program areas:

- **Unlawful Practices Administration and Enforcement** - As provided in the City Code, the Commission's mandate is to receive, investigate, and adjudicate complaints of discriminatory practices in the areas of employment, housing, and public accommodations. This Office is also charged with the responsibility for the receipt, investigation, and adjudication of complaints alleging civil rights violations by City employees in the exercise of their duties as City employees. The Commission is



charged with seeking the satisfactory resolution or adjustment of all complaints through negotiation, mediation, and conciliation.

- **Inter-Group/Police Community Relations** - The Commission studies, investigates, holds public hearings, and conciliates issues in the community which adversely affect inter-group relations, negatively impact the livability of city neighborhoods, and lead to civil unrest.
- **Education and Outreach** - The Commission provides information on the laws it enforces and its work in the area of community relations through the use of a wide variety of tools. These tools include presentations and programs specifically targeted to reach the particular needs of all segments of the population, including the City workforce. These services complement the Commission's work in the area of enforcement. The services also help to reduce prejudice, enhance inter-group relations, increase understanding of our need for unity, and bring about a greater level of awareness and compliance with the law.

The Commission is divided into two sections: the **Compliance Review Section (CRS)** and the **Public Hearing Section (PHS)**. Commissioners are appointed to sections by the PghCHR Chairperson, and no Commissioner may serve concurrently in both Sections. The CRS reviews case determinations and recommendations by PghCHR staff regarding probable cause, lack of probable cause, and approval of conciliation agreements. By majority vote, the CRS will approve or disapprove of determinations and recommendations. After a determination of probable cause, if the parties cannot reach an agreement, the PHS conducts public hearings and renders the Commission's final decisions regarding cases.

The Commission's rules and regulations can be found at the following link:

[https://apps.pittsburghpa.gov/redtail/images/9384_Rules_and_Regulations_\(March_2020\)_-_COMPLETE.pdf](https://apps.pittsburghpa.gov/redtail/images/9384_Rules_and_Regulations_(March_2020)_-_COMPLETE.pdf)

The Commission makes policy recommendations to the Mayor's Office and City Council, and also conducts policy review for the Bureau of Police. Despite its charge in conducting policy review for the Bureau of Police, our interviews revealed that the Bureau of Police has not been cooperative with investigations of discrimination. This situation will prove to be both a major challenge and opportunity for the Incoming

Administration to employ a much-needed culture shift within the Bureau of Police, as well as an opportunity to build collaborative partnerships between the Commission, the Bureau of Police, and the Citizen's Police Review Board.

The scope of the Commission's work covers a wide range of issues and areas, and on first impression, its work intersects and, in some cases, "competes" with the work that the Office of Equity could focus on. However, the Commission's independence is what sets the Commission apart from other city departments and divisions that may focus on issues, initiatives, or programs that impact the broad scope of the Commission's charge. Across the world, these types of commissions have adopted different models, and possess varying degrees of power. However, they share the common goal of seeking to address human rights violations and educating the public about human rights. Independence is a best practice and is core to the efficiency and effectiveness of the agency.

Ideally, commissions like PghCHR should be independent of the government. This means that it should be financially independent to the greatest extent possible, and that the government should have little or no control over the functioning of the commission. Members of a commission should be accountable to and responsive to the public and should be diverse so as to reflect the plurality of society. A commission should also have a broad mandate and meaningful powers to monitor human rights compliance by the government effectively. PghCHR is not financially independent of city government, and also is comprised of mayoral appointments. It will be important that the Incoming Administration be intentional in gaining public confidence and trust by ensuring that the composition of the Commission reflect the diversity of Pittsburgh. PghCHR should communicate and co-operate with a broad range of social and political groups and institutions, including NGOs, judicial institutions, professional bodies, government departments, and human rights academics and practitioners. It should further take account of different trends of philosophical and religious thought.



Department of City Planning

The Department of City Planning takes pride in developing planning for quality of life within the City of Pittsburgh. Neighborhood Planners serve to empower communities to plan their future, providing a key link to city government and resources. The Department coordinates and develops the City's Comprehensive Plan, a resource combining analysis of neighborhood and system-wide interrelated challenges, from affordable housing to community development and open space. They also conduct project development reviews related to Americans with Disabilities Act compliance, stormwater management, and environmental reviews.

In June of 2019, [OneStopPGH](#) was launched online, providing one central location for all zoning, permitting and licensing needs. Users simply create an account to begin submitting information and required documents for review by Zoning and Permits, Licenses and Inspections. This system reduces the user's trips to the office, thereby allowing them a more efficient review process from our City departments. For non-native English speakers, there is information available on the site in additional languages.

[EngagePGH](#) is a secondary online database of all City of Pittsburgh City Planning Projects. It allows visitors to choose categories, locations, or specific projects through a search tool, and also has detailed information and photos to correspond with all projects the City has undertaken.

Community Affairs is no longer a part of the full umbrella of the Department. One section was moved to the Department of Public Works, one position went directly to the mayor's office, and Community Engagement stayed within the City Planning Department.

Morale in the Department of City Planning is high. Generally, staff are positive in terms of the projects they work on and the direction the City is going. There is a great deal of excitement about being able to continue to work on projects to their completion with the Planning Director at the helm. There is concern within the Sustainability and Resilience group. Mayor Peduto had aligned himself with climate issues and the work of that team, so they have had



a sizable role in how things are run in the City. Thus, they are the most apprehensive about the transition, in case discussions lead to them taking a different role. The Department is united around building an equitable city for all. There is some concern that although staff losses have been minimal, at time of writing, the Assistant Planning Director position is still unfilled and creating a leadership void.

Internal & External Stakeholders:

URA

Neighborhood groups

Boards & Commissions (all mayoral appointments of staff)

Planning Commission

Zoning Board of Adjustment

Historic Review Commission

Art Commission

City-County Task Force on Disabilities



Department of Human Resources & Civil Service

The Department of Human Resources and Civil Service is the workforce connector for all City of Pittsburgh departments. Human Resources oversees and manages, amongst other things, recruitment, selection, payroll and benefits, policies and procedures, training and development, workforce safety initiatives, employee wellness programs, employee retention, and adopting future trends in the human resources area. The Department works collaboratively with the Civil Service Commission, which manages a historically traditional merit-based system for jobs within city government that focuses on recruitment, qualifying applicants, promotions, and retention.

The Department also works in tandem with the Administration in the negotiation of union contracts. There are currently nine union contracts, which include police, fire, and EMS. Several union agreements are in the process of renewal.

The Department also oversees and manages the Pittsburgh Partnership program, a state-based grant. Through the Pittsburgh Partnership, the Department provides employment and training services designed to help City of Pittsburgh residents become attached or reattached to the labor force. Funding has been provided by the Pennsylvania Department of Human Services' Employment and Retention Network (EARN) and targeted City Community Development and Block Grant Funds. Pittsburgh Partnership offers a variety of training and employment services designed to assist individuals find meaningful jobs and employers find qualified workers.

The Department of Human Resources and Civil Service is divided into multiple general service areas:

- **Employment and Staffing** - This function includes recruitment and talent acquisition, job analysis, validation and examination, career enrichment and retention, records maintenance and processing, community outreach, employee recognition and awards, and diversity and equal employment efforts.
- **Policies and Procedures** - Policy development and improvements address two areas:



1. incorporating best-practice personnel models into the City's policies and work culture; and
 2. assessing the impact of City Council actions and management decisions on employees.
- **Training and Development** - Education, training, and development services increase the efficiency and effectiveness of the existing City workforce, orients new employees, and provides necessary development for career elevation in regard to retention and opportunity availability.
 - **Diversity and Inclusion** - This division is committed to creating greater awareness of the City as an equal opportunity employer and providing a more inclusive working environment for City employees. It also strengthens partnerships among diverse communities to ensure that the City is intentional with its recruitment efforts and is properly engaging in meaningful inclusive practices.
 - **Benefits Administration and Absence Management** - The Benefits Office addresses the administration of all employee benefit plans, including legal compliance, and monitoring vendor contracts for quality, cost, and service.
 - **Wellness** - CityFit Wellness is an all-encompassing set of programs which aim to enhance employees' wellness and their engagement around family health. CityFit provides weight loss programs, stress management, nutrition and fitness counseling, and other programs. CityFit emphasizes sustainable solutions based on rewards and results, and uses web-based mobile technology with senior management endorsement.
 - **Employee Safety and Injury Prevention** - The Safety Office works to accomplish the following City objectives:
 1. Ensure the overall safety of City employees;
 2. Prevent job-related injuries, illnesses, and property damage;
 3. Implement safety standards to prevent hazardous conditions and injuries;
 4. Train all employees in the safe and proper performance of their duties; and
 5. Gain the active support and participation of all City employees in the pursuit of these objectives.
 - **Workers' Compensation** - The Workers' Compensation program ensures immediate and ongoing quality medical care to all City employees who are injured on-the-job



and provides a program which meets the requirements of the Pennsylvania Department of Labor and the Industry Bureau of Workers' Compensation.

The Department is actively seeking to put more systems into its operations to capture ongoing metrics to inform decisions and recommendations as they relate to the City's workforce.

Currently, the Department does not actively conduct or track performance evaluations beyond those required by the Civil Service Commission, which is typically used in the context of establishing merit raises. Today's workforce demands a more robust performance evaluation process that includes measurable goals and objectives and continuous improvement plans. Without regular evaluations, City employees lack critical guidance and incentive for continual improvement in the execution of their duties for the public, as well as the support for professional growth and development that a model employer owes them. For management, evaluations are a critical accountability mechanism for optimizing achievement of program missions and duties. For these and other reasons, the City should mandate regular employee evaluations, and should require their use as a basis for personnel decisions, such as salary increases, promotions, or disciplinary actions concerning the City's workforce. Their absence renders such decisions overly dependent on comparatively standardless, unaccountable management discretion, and vulnerable to appearances and suspicion of favoritism.

The Department of Human Resources should be credited for acknowledging the historical deficit in the practice of its predecessors. However, it will need the support of the incoming Administration to execute on this major undertaking to ensure greater accountability for individual City departments and supporting fair and equitable employment practices.



Department of Law

The Department of Law provides legal advice and serves as in-house counsel to the City of Pittsburgh, which often involves providing advice to the Mayor, City Directors, City Council, and various governmental units as provided for pursuant to the City of Pittsburgh's Home Rule Charter. The Department of Law is responsible for all the legal affairs for the City of Pittsburgh. The Department represents the City in all legal aspects of its daily governmental functions. It also represents the City in high profile cases, significantly impacting public policy and City residents' quality of life.

The Solicitor and Assistant Solicitors represent the City of Pittsburgh regarding all civil litigation, legislative and legal issues, and code enforcement proceedings. In addition to litigation, solicitors assist in the drafting and review of city legislation, which includes preparing all contracts for the City of Pittsburgh and providing legal counsel to city officials.

The Law Department is divided into eight general services areas or divisions as follows:

- **Litigation** - The Litigation Division represents the City in lawsuits in which the City is a party. This includes representing the City at all levels of the Commonwealth and Federal Court Systems. The primary areas of law involved in these actions are Torts, Civil Rights, Employment, Taxation, Environmental, and Construction. The Litigation Division also represents the City as a Plaintiff in matters involving non-payment of amounts owed to the City or for collections as the result of damage to City property.
- **Labor and Employment** - The Labor and Employment Division is responsible for all labor negotiations and contract administration for the nine collective bargaining units representing City employees. They also handle employee grievances and arbitrations filed against the City, and are responsible for all employment legal issues and compliance advice.
- **General Municipal** - The General Municipal Division includes functions such as review of proposed legislation for constitutionality, review of all City contracts, prosecution of code enforcement cases, and the handling of real estate matters, environmental issues (non-litigation), and other proceedings before regulatory agencies. This division



also responds directly to all departments and City Council for advice and counsel when needed.

There are also additional practice areas falling under this division:

- **Tax** - Attorneys are responsible for counseling the Department of Finance on issues relating to City taxation. They also represent the City in assessment hearings.
- **Real Estate** - Attorneys handle real estate transactions through the courts for properties taken at Treasurer's Sales for delinquent real estate taxes. They handle title concerns regarding City real estate and work with taxpayers' redemption of property in returning property to the tax rolls.
- **Zoning** - Attorneys advise the Department of City Planning and respond to the Zoning Board of Adjustment as required by the Code, and participate in certain zoning proceedings deemed of vital interest to the City.
- **Claims** - The claims division investigates and determines the validity of various claims against the City.
- **Open Records Officer** - The Open Records Officer is responsible for providing access to public records for the public at large while complying with the Pennsylvania Right-to-Know Law.

In 2019, the Department of Law underwent a performance audit conducted by the Office of City Controller (the "2019 Audit"). The 2019 Audit was conducted pursuant to the Controller's powers under Section 404(b) of the Pittsburgh Home Rule Charter. The 2019 Audit assesses the cost effectiveness and efficiency of the Law Department in its daily responsibilities. There were several findings that emerged from this report that will be critical to the success of the Incoming Administration's Department of Law. These findings include the following:

- **Software**: The report notes that the Department of Law has long been plagued by frequent system crashes, slow performance, user interface limitation, and other errors stemming from a backlog of system upgrades and unclear terms of agreement for support maintenance. It was recommended and remains a recommendation for the Department of Law to actively seek a case management system. The Department has noted that it is in the process of competitively bidding this process. Based on our interviews with the Department, they are currently converting to a new case management system.



- **Claims:** The Department of Law investigates all claims for personal injury and property damage filed against the City to determine the claim's validity. A prior analysis revealed that three divisions have consistently showed the most claims filed against them – Forestry, General DPW, and Environmental Services.
- **Judgments and Settlements:** A total of 19 Civil Rights actions were filed in the calendar years 2016 and 2017. All 19 Civil Rights suits named the Bureau of Police as the defendant. In 2016, there were roughly \$161,000.00 in settlements for civil matters. In 2017, there were two (2) judgments for \$340,000.00, including attorneys' fees. There were also 2 settlements in 2017 – one for false arrest in the amount of \$10,000.00 and another for "other civil rights" in the amount of \$5,000.00.
- **Contract Review:** The 2019 Audit also revealed that use of the Department's ATLAS system, which is a contract review portal, was waning throughout City departments. This decreased usage can result in inconsistent contract review practices and increases the City's exposure to contractual liability. The 2019 Audit notes that the use of ATLAS should be mandatory.
- **Professional Services:** The selection of outside legal counsel is not subject to competitive bid. However, the 2019 Audit recommended that a formal oversight and review process be put in place to ensure that the selection of outside counsel is aligned with industry best practices.

In addition to the items detailed above from the 2019 Audit, there are several key issues that the Department of Law is currently managing, namely:

- **Vaccine Mandate:** The COVID-19 vaccine mandate currently imposed by the Peduto Administration goes into full effect on December 22, 2021. This mandate, if enacted, is expected to be a hot topic issue, particularly for union workers.
- **Police Contract:** The Police contract expires at the end of 2022.
- **Fire and EMS:** Fire and EMS contracts both expire at the end of 2023.



Department of Mobility & Infrastructure

The Department of Mobility and Infrastructure was established by Ordinances 15, 16 and 17 of 2017, and is the newest department of the City of Pittsburgh.

The Department began as a means of directing attention to, and meeting the needs of, responsible transportation of people and goods throughout the City of Pittsburgh; and for managing the operation of and access to the public right-of-way (sidewalks, curbs, streets, and bridges that make up the City's network).

DOMI maintains:

1,060	linear miles of streets (890 asphalt, 90 concrete, 80 brick/blockstone)
2,423	•lane miles of streets
10,000+	•crosswalks and pavement markings
675	•sets of steps covering 23.3 linear miles
~44,000	•street lighting fixtures
613	•signalized intersections + ~10,000 traffic control fixtures
850,000	•street signs
~33	•miles of guiderail

The Department of Mobility and Infrastructure lists as its three-year action agenda:

- the adaptation to lasting changes resulting from the COVID-19 pandemic
- acknowledgement of racial inequities and how those disparities impact transportation as they work towards mobility justice.
- dramatically reducing climate-related transportation impacts
- reimagining structures and approaches in order to better achieve funding for transportation and infrastructure
- supporting population and job growth
- cultivating a world-class department



Partners

Internal:

The Department of Mobility and Infrastructure works closely with DPS, DCP, OMB, Law, Parking Authority, and Port Authority to ensure the best possible working order.

External:

The Department of Mobility and Infrastructure works in direct consort with Utility companies who assist with permitting and collaborate/coordinate on paving; community groups and advocacy organizations to develop close relationships for further insight into community needs; and consulting firms, Pittsburgh Public Schools, and Cohen Law Group, on a number of community and business-related matters.



Department of Parks & Recreation

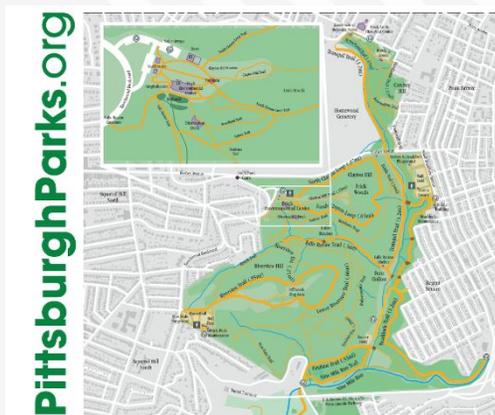
The Department of Parks and Recreation maintains approximately 1,972 acres of regional park land distributed across five parks, along with approximately 561 acres of community park land.

The Department realizes that neighborhood parks are the basic building blocks within Pittsburgh's parks system, so they ensure that all locally oriented parks provide residents with nearby access to recreation. Neighborhood parks typically include features such as picnic areas, playgrounds, open lawn, sports courts, and walking paths.

The Department also maintains approximately 51 acres of riverfront parks in conjunction with partner organizations such as the Commonwealth of Pennsylvania and the Sports & Exhibition Authority, as a means of turning those signature public riverfront properties into statement areas, featuring a significant public trail system along the Allegheny, Monongahela, and Ohio riverfronts.

Ten recreation centers throughout the City provide an opportunity for residents and visitors to discover the best that Pittsburgh has to offer. Open year round, the Community Recreation Centers are responsible for numerous indoor and outdoor sporting activities, educational programming, crafting, and leisure time with activities. They also provide various programming for the City's youth, including afterschool programs and summer Citicamps.

On August 16, 2021, the City of Pittsburgh, Office of Mayor William Peduto, Departments of Innovation & Performance (I&P), Parks and Recreation, and Public Works (DPW) launched CitiParks the City's first official comprehensive and interactive public parks, recreation, and trails page within the City of Pittsburgh website. CitiParks provides detailed information about attractions, event shelters, public art, and amenities, as well as interactive maps and more for the City's five Allegheny Regional Asset District parks (Schenley, Frick, Riverview, Emerald View, and Highland Parks). The site also features information and resources on the City's 10 community parks, riverfront parks, and 150 neighborhood parks.



I&P has mapped over 160 miles of trails using a high accuracy GPS unit, to compile the first-ever comprehensive trail map of Pittsburgh that includes trails through parks, greenways, and riverfronts. The trails are categorized by difficulty, and each displays elevation information to give the public an additional resource when planning their trips. This data is also used internally for planning, maintenance, and public safety purposes.

CITIPARKS PARTNERS

The Allegheny Regional Asset District (RAD) – invests in Allegheny County's quality of life through financial support of libraries, parks and trails, arts and cultural organizations, regional attractions, sports and civic facilities, and public transit. Founded in part to remove the sole financial burden of upkeep for regional attractions from the City of Pittsburgh, in RAD's nearly 28 years of public support, the five regional parks have received over \$150 million in operating and capital grants.

The Pittsburgh Parks Conservancy was founded in December 1996 by a group of citizens. A non-profit organization, the Parks Conservancy works closely with the City of Pittsburgh under an official public interest partnership agreement, to restore and improve the City's park system to its full potential. To date, the Parks Conservancy has raised more than \$130 million and completed more than 22 major park improvement projects. The Parks Conservancy works with thousands of volunteers and provides programming for more than 7,500 children annually.

Boards/Commissions:

- Parks Conservancy - Ex Officio – Awaiting appointment
- Friends of Neill Log House (FoNLH) – Assistant Director Kathryn Vargas and alternate Park Ranger Jon Furman.
- Commission on Naming Public Properties – Awaiting appointment



Department of Permits, Licenses, & Inspections

The Department of Permits, Licenses, and Inspections (PLI) regulates construction by issuing a separate permit for specific types of work and for each system type as follows: building, demolition, land operations, signs, electrical systems, mechanical systems (including fuel gas), fire alarm systems, and suppression systems permits. PLI also issues permits that do not include construction: occupancy only, and occupant load placard permits. Please note that Allegheny County Health Department Plumbing Division is responsible for plumbing permits.

PLI issues licenses for the following activities:

- Contractor Licenses
 - General Contractors & Sign Contractors
- Trade Licenses
 - Electrical Trade, HVAC Trade, Stationary Power Engineer, & Fire Suppression Trade
 - Trade License holders are required to obtain eight continuing education units (CEUs) annually to be eligible for renewal. A list of accepted Continuing Education Units for Trade License Holders, and when they must be completed can be found online
- Business Licenses
 - Amusement Places, Amusement Producers, Bed & Breakfast, Antique or Secondhand Dealers (includes Junk Dealer & Pawnbroker licenses), Mechanical Amusement Devices, Parking Lot, Towing, Sign Maintenance Certificates, Mobile Vehicle Vendors, Mobile Peddler, Stationary Vendors, One-Day Solicitation (Tag Day), Ticket Reselling, Trade Fair, & Transient Merchant

The Department of Permits, Licenses, and Inspections Code Enforcement is used as a means of protecting the health, safety, and welfare in existing buildings and structures. PLI enforces the International Property Maintenance Code ("IPMC") as adopted by the City of Pittsburgh Code of Ordinances Title 10 Chapter 1004. PLI also enforces the Zoning Code – Title Nine.



The Department of Permits, Licenses and Inspections routinely inspects structures to assess building integrity. When a structure has been declared a public safety hazard, PLI will condemn the building. PLI is also the enforcement arm for the Zoning and Development Review Division of City Planning.

Internal Partners

Development Agencies:

PLI, DCP, and DOMI are all part of the one-stop system, working to coordinate reviews and streamline processes for customer plan reviews. They answer questions such as:

Zoning – Can you do this?

Planning – How will you do this in the construction space required?

DOMI – How will you do this in the public space required?

Operations: DPW & PLI each oversee Operations, with DPW cleaning up lots, and PLI issuing any lot citations.

Emergencies: DPW, DPS & PLI are all in play in case of any structural emergencies, and will block off Right of Way (ROW) and adjacent structures during demolitions.

I&P: The OneStopPGH system depends on the infrastructure of city servers, and I&P works closely with the department to make sure customer service solutions are maintained.

Law: In certain situations, the issuing of criminal complaints will go into effect, and the City legal team will handle code enforcement issues in court.

External Partners

PWSA: The underground suppression system operates as a means of properly loading water for the City's fire and safety system. Also, in cases of increasing the water needed for storm flow from existing storm systems, PWSA will also issue Tap-in permits.

Currently, the City does not have an official Plumbing Code, and instead partners with Allegheny County to make sure plumbing codes are enforced.



The City and its Department of Permits, Licenses, and Inspections are hoping to work with more external partners, including engineers, architects, design professionals, etc., in order to provide better technical assistance for permitting and best meet the needs of community members.

Boards

Board of Appeals: Made up of area architects and engineers, the Board of Appeals reviews all building code decisions.

License and Inspections Review Board: In matters of licensing or code violations, this board reviews all cases.



Department of Public Safety

Department Overview

The Department of Public Safety (DPS) ensures that laws are enforced and is determined to protect and serve the community. This department encompasses the Bureau of Police (BOP), Bureau of Fire (BOF), Emergency Medical Services (EMS), Animal Care and Control, and Administrative Bureau.

This Department provides for security and safety of all residents and patrons of the City of Pittsburgh through the oversight and execution of public safety operational strategies via the planned and coordinated efforts of the Bureau of Police (BOP), Bureau of Fire (BOF), Emergency Medical Services (EMS), and Animal Care and Control (ACC). A command team exists through the DPS, with representatives from BOP, BOF, and EMS acting in conjunction as the Office of Emergency Management and Homeland Security (OEMHS).

OEMHS works with city, county, regional, state, and federal government partners; businesses; and non-government organizations to develop all of the City's hazards plans for natural disasters and human-caused events. OEMHS serves as a conduit for interagency coordination and provides interoperable communications capabilities to first responders and other key stakeholders during emergency scenarios and special events. The entire spectrum of emergency management operations, from preparation to recovery and mitigation, is the responsibility of OEMHS.

DPS strives to improve community and first responder safety through integrated response, training, technology, fleet upgrades, and increased community visibility, as well as enhancing and enforcing team collaboration across all Public Safety Bureaus.

In addition to the above-mentioned Bureaus, the DPS oversees: the Pittsburgh Park Rangers, Special Events, data updates for the website's Interactive Violence Dashboards, Community Safety, Disruptive Properties, Victim Assistance, National Night Out, Nighttime Economy, and various initiatives and programs aimed at addressing community safety.



Administration

The Bureau of Administration contains the Office of the Director of the Department of Public Safety. Administration is responsible for standardizing practices, policies, response efforts, technology, and communication between all bureaus, and providing oversight and inter-bureau coordination of personnel, resources, facilities, and finances.

Community Outreach

The Office of Community Outreach serves as a liaison between the City of Pittsburgh's residents and community groups and the Department of Public Safety. The Department of Public Safety Community Outreach efforts can be classified into four categories - Safer Together Pittsburgh, Youth Policy, Victim Assistance, and the Ranger program.

1. **Safer Together Pittsburgh** strives to build and maintain strong communicative relationships between the City of Pittsburgh's Public Safety Bureaus and City of Pittsburgh residents.
2. **Youth Policy Programs** are designed to identify the safety needs of children and youth. Programming is structured to nurture healthy relationships between the City of Pittsburgh youth and Public Safety personnel.
3. **Victim Assistance** provides information and support to City residents and families who are victims of crime or natural or man-made disasters.
4. **The Park Ranger Program** is a vital connection between the City of Pittsburgh's parks and its park users. Park Rangers act as park ambassadors for the Department of Public Safety by educating park visitors/users on park offerings, programs, activities, local ordinances, rules, and regulations.
5. **Nighttime Economy** - Nighttime Economy supports the food, beverage, and entertainment events that enhance Pittsburgh's quality of life and attractiveness to visitors and relocating companies. The Nighttime Economy Coordinator is charged with guiding policy changes and resource allocation to support and sustain Pittsburgh's nighttime economy.



Group Violence Intervention Initiative

Group Violence Intervention (GVI) is a partnership between law enforcement, street outreach workers, social services, and the community. GVI mediates and interrupts violence from spreading.

Office of Emergency Management

The Office of Emergency Management (OEM) works to reduce the vulnerability of the populace and property of the City to injury and loss resulting from natural or man-made disasters by providing prompt and efficient rescue, care, and treatment of persons threatened or victimized by disaster. OEM provides for rapid and orderly restoration and recovery following disasters, and educates the public regarding their responsibilities in responding to disasters affecting the City of Pittsburgh. This division is comprised of representatives from BOP, BOF, and EMS, with oversight by the Director's office,

Office of Special Events

The Office of Special Events is comprised of eight full-time staff members plus additional part-time staff members, who coordinate, organize, produce, or assist in the production of events. These events include summer concerts, movies, foot races, and many other special programming offerings, such as the nationally recognized Richard S. Caliguiri City of Pittsburgh Great Race.

Public Information Office/Media

The Public Information Office budget includes four full time employees: One Public Information Officer (PIO), one Deputy Public Information Officer, one Assistant Public Information Officer, and one Social Media Specialist. The PIO Office's mission is to tell the whole story of Public Safety, not just what the media covers, and to foster a collaborative environment between Public Safety and the public by promoting and practicing transparency.

Public Safety Technology

The Office of Public Safety Technology coordinates closely with the City's Department of Innovation & Performance, bureau technology subject matter experts, other departments, and partner agencies, to enhance safety and awareness of Public Safety personnel. The



Office does this by assessing both existing and new technology, infrastructure, and solutions utilized by responders in their daily activities.

Special Inter-Bureau Operations

Special Inter-Bureau Operations include emergency response-requiring personnel, equipment, and resources from EMS, Fire, Police, Emergency Management, Animal Care and Control, and the Rangers. These operations include on-going operational training, readiness, and planning. They also provide resources to incidents such as hazardous material release, active shooter events, flood response, high rise fires, and terrorist attacks.

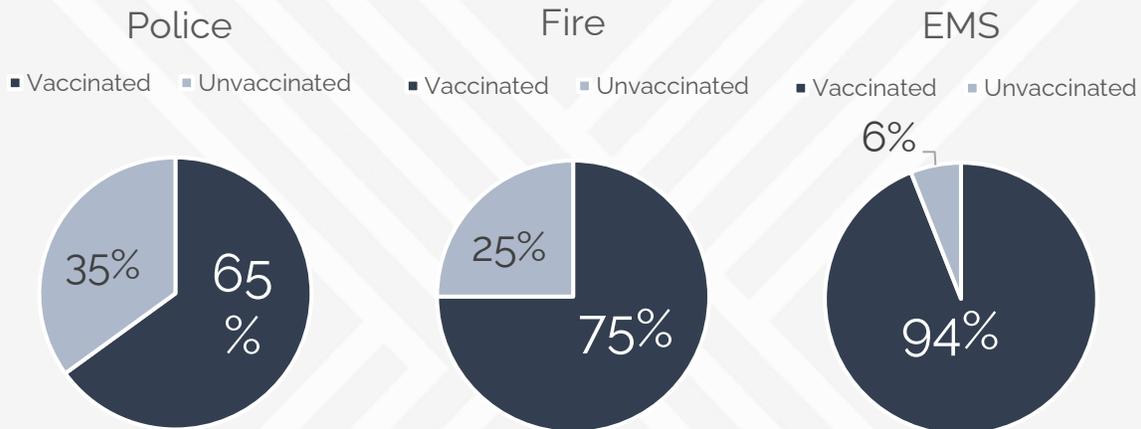
Public Safety Facilities

The Office of Public Safety Facilities manages or leads all facility workflow, including work order processing/follow-up, working with the Department of Public Works to identify and develop proposals for critical facilities capital projects, performing routine inspections, assisting in the preparation of grant applications and legislation supporting Public Safety facilities requirements, and insuring the proper disposal of excess equipment and material.

Interview

An interview was conducted with the Director of Public Safety, Wendell Hissrich, and several members of his team. Topics of high importance included the Bureau of Police and encouraging better community relations; addressing morale, diversity and application requirements among the Bureau of Fire (BOF), Bureau of Police (BOP), and Emergency Medical Services (EMS); and continued development of the training academy.

The coverage of COVID-19 vaccinations varies amongst the Bureaus, with EMS at 94%, BOF at 75%, and BOP at 65%.



The City owns 600 crime cameras with access to footage from 400 more. These cameras are equipped with ShotSpotter and have an 18 square mile radius. The Department is in the process of purchasing 3 drones. A Central Crime Center, running 24 hours, was mentioned, but additional confirmation is needed to validate these efforts.

Director Hissrich proposed revisions be made to the application process for both the BOP and BOF.

Bureau of Police

Currently, a BOP applicant must have 60 hours of college credit or have served in the military; these requirements are impeding minority recruitment efforts. The DPS is working to change the college credit minimum to allow for work experience, with hours spent in the police academy as eligible experience. Also, Director Hissrich says the Department sees an opportunity for a partnership with local institutions of higher education to meet the goal of college credit minimums. The proposal has been submitted to the Office of Human Resources & Civil Service.

Bureau of Fire

There are currently 656 personnel employed with the Bureau of Fire, which is the second largest employer under the Department of Public Safety. Unfortunately, there are only four women on the team, (one of which is an African American woman). Clearly, diversity is an



issue and should be addressed and prioritized. This consideration is especially pertinent for women applicants who have consistently had issues passing the existing physical test. According to Chief Jones, the physical test exceeds local standards and is not representative of the actual physical requirements experienced by the BOF.

The existing residency requirement requires prospective personnel to be a resident of the City of Pittsburgh at time of application, rather than upon start date (as is required under the Bureau of Police and EMS). This residency requirement has proven to be a major recruitment barrier. Retention, however, is not an issue.

There are no full union negotiations going on at this time. The bargaining agreement for the BOP will expire in 2022, and in 2023 for the BOF and EMS.



Department of Public Works

The Department of Public Works is dedicated to providing creative and customer-friendly service while preserving the City's infrastructure by maintaining City streets, preserving park facilities, and rehabilitating public facilities. The department also meets the environmental needs of The City of Pittsburgh by collecting residential refuse and recyclables, with the City's Anti-Litter Division monitoring all illegal dumpsites.

Public Works is committed to providing prompt, efficient, and safe delivery of arboricultural services through our Forestry Division, who, along with the Department of City Planning, focus on tree maintenance, major park and playground upgrades, master plans, and donor-initiated projects.

The **Forestry Division** is also responsible for the maintenance and health of Pittsburgh's Urban Canopy, including 33,000+ street and privately owned trees, trails, riverfronts, greenways, public facilities, and right of ways. We also offer support to residents and community members who would like to help us grow and maintain our urban canopy. Over the next 20 years, Pittsburgh's urban forest will be a vital and well-managed asset that is locally valued and nationally recognized for its positive social, environmental, economic, and public health impacts on the Community and greater region. Over a century after Director of Public Works, Edward M. Bigelow, became known as the "father of our parks" for his ambitious park acquisitions, the department works daily to ensure these assets remain a gem of our community for the next century. And with Pittsburgh's historic parks having a wide variety of amenities, monuments, fountains, courts, fields, and more, Public Works carries out the daily maintenance and repair. Around 100 laborers within the City's six Parks Divisions care for 165 public parks.

The **Street Maintenance Bureau** is responsible for the care of the City's needs in street resurfacing, snow and ice removal, street sweeping, disaster response, and land records, ensuring safe and clean streets in Pittsburgh. Public Works also ensures the safety of residents and City visitors by responding to emergencies such as flooding, land subsidence, snow/ice storms, and other weather-related catastrophes. Public Works classifies storm



conditions into levels, which determine the required response for a given winter weather event. Based on these levels, residents and drivers can expect that all streets will be treated accordingly, including full deployment of snow removal resources.

The role of the **Architecture Division** is to ensure the integrity of the City's facilities, namely its buildings and recreational assets. By designing safe, affordable, functional, attractive, and responsive facilities, the division maintains a high standard of excellence. Its functions and duties include:

- Manage annual facility needs assessment and Capital Budgets
- Management of multidisciplinary projects
- Management of public/private/multi-agency partnerships
- Facility inspection, maintenance, and repair
- Design of municipal projects
- Preparation of construction bid documents
- Construction project management

The mission of **Environmental Services** is to establish and maintain a refuse and recycling system that promotes a safe, litter-free, and environmentally friendly City for all of its residents and customers. Two highly effective ways of accomplishing this mission are by offering curbside pickup and drop-off resources.

The Department of Public Works currently has a number of major projects underway. They include:

- 412 Avenue of the Allies, which will be a government center downtown that will include PLI, City Planning, DOMI, Fire, the One-Stop Shop, Housing Authority, and URA (more on this under IPM). Completion Quarter 2 2022
- 4th Division Public Works Quarter 2 2022
- Homewood Park, one of the largest Parks construction projects in 40 years, with a 2023 completion
- Rec to tech and senior center renovations
- Additional projects listed in the budget
- Energy efficiency investments
- Police Zone 5 and Fire A renovation. 2023 completion



Stakeholders

- Pittsburgh Park Conservancy
- Friends of the Riverfront
- River Life
- HOAs
- Pittsburgh Public Schools ad hoc agreement (City owns park adjacent to the school, shared maintenance)



Ethics Hearing Board

The Ethics Hearing Board and its staff implement the Ethics Code provisions of the City of Pittsburgh Code of Ordinances to issue advice, publish advisory opinions, review complaints, perform investigations, hold hearings, enforce violations, conduct educational trainings, assist with required disclosures, maintain campaign finance reports, records, and other duties as outlined in the Code. The Executive Manager serves as the Board's appointed Ethics Officer to provide ethics advice, maintain the administrative apparatus of the Board, and conduct those functions explicitly delegated to him/her by the Board in the periods between meetings.

Staff

Ms. Leanne Davis originally held the position of Executive Manager; however the July 27, 2021 board minutes reflect a unanimous vote to *appoint* her to serve hereafter as the Board's Executive Director. (The 2022 Pittsburgh Operating Budget and 5 Year Plan included a flow chart with the original title Executive Manager.) According to the department interview conducted, Ms. Davis is currently working part-time in this role.

The Executive Manager serves as the Board's appointed Ethics Officer to provide ethics advice, maintain the administrative apparatus of the Board, and conduct those functions explicitly delegated to him/her by the Board in the periods between meetings.

The position of Investigator is currently vacant but intended to be filled by January 2022. Per the Executive Manager, the Investigator is utilized by the EHB as well as the Legal Department. The duties of the Investigator under EHB include educating employees as to the services provided and conducting investigations into complaints. Duties of the Investigator under the legal department include investigating cases against the City of Pittsburgh and interviewing witnesses regarding such cases.

A new paid internship position to assist with media and communications projects was announced at the August 24, 2021 board meeting. Per the Executive Manager, this position was covered by \$5000 allowed through the 2021 budget. According to the newly amended



city budget, no funds have been allotted for an intern position in 2022. Executive Manager Davis admitted a law clerk would be preferable, but not practical, under the existing \$175,000 budget. Due to such budget constraints, the Executive Manager also admits to sometimes seeking legal advice from the Legal Department (located across the hallway), although she commented she is "not sure if that's how it's supposed to be." To our knowledge, no additional funding for interns or law clerks have been requested by the Ethics Board and its staff.

The Ethics Hearing Board and Meetings

The Ethics Hearing Board (EHB) is comprised of nine members, all required to be residents of the City of Pittsburgh. Appointment of members is provided by City Code:

§ 197.09 - ETHICS HEARING BOARD.

- (a) There is hereby established an Ethics Hearing Board composed of nine (9) members. Pursuant to [Section 214](#) of the Pittsburgh Home Rule Charter, the Mayor shall appoint the members of the Ethics Hearing Board subject to the approval of Council. Each member shall be a resident of the City. All members shall hold a reputation of personal integrity and honesty. It is strongly preferred that the membership reflect the City's diversity in regard to race, color, creed, religion, gender, familial status, sexual orientation, national origin, gender identity, age, and disability.
- (b) The members shall be recommended to the Mayor by a Nominating Panel. The Nominating Panel shall be considered an informal advisory board to the Mayor and shall therefore not be subject to appointment or confirmation by City Council. The Nominating Panel shall consist of the following members:....
- (c) After considering the nominees, the Mayor may either appoint the nominees as members of the Board or reject one (1) or more nominees. If the Mayor rejects a nominee, the member of the Nominating Panel whose nominee was rejected will nominate another individual. Once the Mayor is satisfied with the qualifications of a nominee, the Mayor will appoint the nominee as member of the Ethics Hearing Board, subject to confirmation by Council.

The City of Pittsburgh Ethics Hearing Board has three main functions:



- Give advice on the application of the ethics provisions in the City's Code of Conduct and Home Rule Charter in accordance with § 197.13 of the Ethics Code;
- Conduct educational programs to promote the ethical conduct of Pittsburgh public officials and employees; and
- Receive and resolve complaints of unethical conduct through investigation, hearings and enforcement.

Ethical matters under the authority of the Board include:

1. Campaign Finance
2. Conflict of Interest
3. Financial Disclosures
4. Use of Authority & Property
5. Political Activity
6. Nepotism
7. Post-Employment Restrictions

Cases can be self-initiated by the department, submitted by a complainant, or received from a 3rd party. The EHB only handles employee complaints. Referrals are sometimes received from The Commission on Human Relations and The Citizen Police Review Board. Most cases fall under campaign finance matters. According to the EHB website, there were 16 Orders issued in 2019. (Each Order must be individually accessed to determine the ethical issue before the Board, as there is no data listing available.

Executive Manager Davis, however, did not feel comfortable confirming any other types of complaints, even though stipulated by the City Code as being under the authority of the EHB. She asserted the Code prohibits any discussion of complaints unless a public hearing has been held. This lack of disclosure begs the question of whether the EHB is simply not receiving complaints regarding conflict of interest, use of authority and property, nepotism, and post-employment restrictions; or if the cases are being properly investigated, reviewed, and delegated to the Board for a public hearing.

From the 9 board members, 2 panels have been created:

- **Probable Cause Panel** – determines due process (consists of 3 members).
- **Public Hearing Panel** – Hears matters before the EHB (consists of 6 members).



Quorum issues arise when a public hearing is needed, as the 3 members of the Probable Cause Panel are not allowed to hear the case and/or vote. A quorum for the Ethics Board is based on the number of overall board members and not on the number of members eligible to hear the case. In short, the Quorum is based on the full 9 members, not the 6 eligible to hear the case.

The City of Pittsburgh Ethics Hearing Board meets as needed to issue advisory opinions, employment waivers, enforcement orders, settlements, regulations, and proposed legislation. Public meeting times are reserved every few weeks. These times may instead be used for public administrative hearings (similar to trials), committee meetings, training, or for deliberations related to advisory opinions, litigation, or the Board's quasi-judicial enforcement actions. The schedule of the EHB meetings is available online and listed as follows:

2021

Date	Comments	Agenda	Meeting Materials
01/14/2021			2021-1-14_MINUTES_OF_THE_ETHICS_HEARING_BOARD.pdf
01/26/2021			2021-1-26_MINUTES_OF_THE_ETHICS_HEARING_BOARD.pdf
02/02/2021			2021-2-2_MINUTES_OF_THE_ETHICS_HEARING_BOARD.pdf
04/06/2021	(Exec. sess. re: § 197.12/litigation)		
05/11/2021	(Exec. sess. re: § 197.12/litigation)		
06/01/2021			Minutes_of_June_1_Ethics_Hearing_Board_Meeting_.pdf
06/22/2021			2021-6-22_Minutes.pdf
07/13/2021	(Executive Session - Personnel Matters; No Public Meeting due to Tech Issue)		
07/27/2021			2021-7-27_EHB_MINUTES.pdf
08/24/2021			2021_0824_EHB_Minutes.pdf
10/19/2021	(Cancelled due to lack of quorum)	2021_1019_Agenda.pdf	
11/02/2021		2021_1102_EHB_Agenda_.pdf	
11/16/2021	(Reserved date)		
12/07/2021	(Next anticipated meeting date)		

The board minutes reflect that there are regular discussions regarding legislative updates, amendments to existing forms and web access, and the discussion and application of current best ethical practices.



Due to COVID-19 restrictions, meetings have been held remotely and live streamed for the public from a YouTube channel.

MINUTES OF THE ETHICS HEARING BOARD

City of Pittsburgh Ethics Hearing Board ("Board")
Video Meeting via Zoom and Livestreamed on City Channel YouTube
February 2, 2020

Board Members Present:

Pat Bigley
Lynn Davenport
Maryann Herman
Alex Matthews
Rhoda Neft
Jennifer Richnafsky
Samantha Bushman
Sean Coleman
Brazitte Poole

Board Members Absent:

None

Staff, Advisors and Others Present:

Leanne Davis, Executive Manager
Alexander Fisher
William Lamar

The minutes of the February 2, 2021 meeting reflect a discussion of addressing regulations permitting public hearings to be conducted in a virtual format:

b. Public Hearing Procedure

- i. Discussion regarding COVID regulations permitting public hearings to be conducted in this virtual format. On the day we have public hearings that people might also be available to call in if there is a settlement. This is Sunshine Act compliant, we just need a majority of a quorum to approve a settlement. Everyone expressed assent to this plan.**

To date, there is no indication of complaints being submitted for board review, public hearings being scheduled, or remote accommodations for hearings being further discussed. The next scheduled Ethics Hearing Board meeting is scheduled for December 7, 2021.

Office of Community Health and Safety

The Office of Community Health and Safety (OCHS), housed in the Mayor's Office, was established in 2020, and it began operating in earnest in 2021. OCHS operates under the co-direction of the Department of Public Safety and Office of the Mayor. OCHS was established to address longstanding health, safety, and justice issues in the City of Pittsburgh. The office is tasked with redirecting city resources to better address community needs by consolidating social services, public health, and social work experts who can assist community members and first responders in situations that require longer-term support, harm reduction approaches, and other services. However, the actual execution and effectiveness of the work that OCHS is tasked with has been challenged by a lack of coordination with the county, which historically has had jurisdiction for providing the social services to which OCHS has been tasked with directing resources. The lack of coordination that exists between OCHS and the county is a product largely of the division of City and County government. Given this, and the \$5M budget increase in this office for next year, the incoming Administration may wish to reconsider whether this Office belongs in the already funded County Health Department.

Public safety agencies, like the OCHS, serve as a safety net for individuals with complex health and social needs. Police officers, paramedics, EMTs, and firefighters spend a significant portion of time responding to non-emergency calls involving mental and behavioral health conditions, homelessness, and substance use. While first responders have adapted to these circumstances, OCHS recognizes that the complex needs of individuals can only be met when the right responder is sent to assist them.

To change this paradigm, OCHS is developing programs that properly address individuals' health and safety needs, guided by evidence-based practices and community input. This includes hiring social workers, outreach workers, and other professionals to connect residents with services that will provide long-term support and address the root causes of the challenges that they face.

The OCHS provides services in the following areas:



- **Consistent Community Engagement and Partnership:** Continued community engagement, transparency, and accountability to the community and first responders is critical to building trust and facilitating change in the current response continuum. OCHS is creating a collaborative model of program development and evaluation, prioritizing continuous review to ensure that deficits are quickly addressed and used for growth. OCHS is partnering with existing community organizations and prioritizing community members who have been harmed and who may not have been engaged in traditional meetings. Initial efforts are focusing on creating multiple advisory collaboratives centered on Black neighborhoods which were most harmed by the war on drugs and systemic racism. To that end, the Office has developed a Neighborhood Health & Safety Academy, a Youth Leadership Board, and a Community Advisory Board(s)/Strategic Planning Leaders (subcommittee of the STV Oversight Committee).
- **Continuum of Support:** Through continued collaboration with first responders and community members, analysis of calls for service, mapping of existing services, development of new partnerships, and evaluation of existing models, the Office of Community Health & Safety (OCHS) is establishing a continuum of resources and a task-diverse group of responders to address community unmet social service needs often encountered by our Public Safety partners. First responder social support referrals, case conferencing and review, and service gap analysis are all being utilized to build this continuum. To that end, the Office has developed the Allegheny Health Network (AHN) Program partnership, a Diversion program, to try to solve the issues of specific individuals who place service calls regularly, Crisis Response & Intervention Teams, as well as Post Engagement Response/Victim Assistance.
- **Implementation of Public Health-Informed Practices:** Public Safety personnel consistently respond to community needs that exceed what they can provide in a single engagement model; however, first responders have significant exposure to issues that affect community members' health and well-being. OCHS is working with the Department of Public Safety, public health entities, and academic partners, to evaluate new programs and responses which proactively address issues (especially upstream interventions) and reduce harm experienced by community members. To

that end, the Office is developing a Community Paramedicine program, an OD Prevention/Prehospital Buprenorphine initiative (in which Pittsburgh is only 1 of a handful of cities administering the drug to community members on opioids), and an expansion of a SwimSafe initiative for children in local communities in need.

- Additionally, OCHS, along with its partners, will evaluate best practices, facilitate focus groups, and elevate translational experiences.



Office of Equity

The Office of Equity was established on May 8, 2019 through an executive order signed by Mayor Peduto, making it only the 5th municipal equity office in the United States. 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 the position was retitled "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 key areas, which are further discussed below and in greater detail in the "*About the Agency – Description of Services*" section of this document:

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

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, disparity data, and related programs and initiatives. In several of the interviews conducted, it was expressed that this office does whatever the Mayor's pleasure is. As a result, there seems to be a lack of vision and clarity on the relevance and productivity of the Office. Without question, Pittsburgh has its fair share of systemic disparities and injustices to overcome that warrant the existence of the Office of Equity. Additionally, the areas of focus identified by the Peduto Administration are meaningful and necessary areas of focus. 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.

Youth & Education

The Office of Equity's Youth & 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, objectives for 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, objectives for this area include:

- Works in supporting neighborhood organization and economic revitalization 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 (MBE), women (WBE), and disadvantaged groups (DBE), to promote access to government contract opportunities.
- Connects businesses looking to become DBE-certified with resources, and helps 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 include:

- Supports overall health and wellness of communities. Focuses 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.
- Works 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 civilly engaged.



Office of Innovation and Performance

The Department of Innovation and Performance was created by ordinance in 2014. Over the past seven years, the service offerings and programs managed by I&P have expanded greatly. Over the past decade and half, most service delivery improvement projects in local units of government have been driven by former information technology departments whose span has grown to include innovation and performance management portfolios.

The Innovation and Performance Department's influence on the provision of all government services has made an essential contribution to the Peduto Administration. There are many benefits to a dynamic and scalable office of technology, but siloing major initiatives and their management in a single department can disrupt the organizational dynamics within service delivery departments. Given the rapid growth of this group, it will be key to pay attention to business process owning departments and project alignment therewith.

At least two of the upcoming projects planned for launch soon bear the hallmark of an innovation driven, hurried job – the OneStopPGH and DashBurgh. Both projects seem to be forced to meet unrealistic deadlines that compromise meaningfulness and impact to citizens. This issue is elaborated on further in the Opportunities and Risks section of this document.

Although the end of an administration may be putting undue pressure on some projects, the Innovation and Performance Department has a large library of notable initiatives enumerated below.

OneStopPGH

OneStopPGH was launched in 2019 as a "website where residents can apply, pay for, and receive business licenses and permits, upload development plans, and track violation notices." The Department of Innovation and Performance is currently in Phase 4 of the project which is projected to be completed by the end of 2021. Phase 5 is projected to be completed by the second quarter of 2022.



Currently, selected services provided by the Departments of City Planning; Mobility & Infrastructure; and Permits, Licenses, and Inspections are now online, with more services coming with the completion of Phases 4 and 5. Listed below are licenses issued by the Department of Permits, Licenses, and Inspections that now have the option of applying or renewing online.

- General Contractors
- Sign Contractors
- Electrical Trade
- Mechanical Trade
- Stationary Power Engineer Trade
- Fire Suppression Trade
- Mobile Vehicle Vendors
- Stationary Vendors
- Bed and Breakfasts
- Mechanical Amusement Devices
- Sign Maintenance Certifications
- Trade Fairs
- Limited Towing on Commercial Parking Lots
- Antique, Secondhand, Junk and Pawn Brokers
- Ticket Reselling
- Transient Merchants
- Mobile Peddlers



Permits currently available online include:

- Residential Occupancy Permit
- Commercial Occupancy Permit
- Residential Electrical Permits
- Commercial Electrical Permits
- Residential and Commercial Private Demolition Permit
- Land Operations Permit
- Fire Suppression System Permit
- Residential Building Permit
- Commercial Building Permit
- Residential HVAC Permit
- Commercial HVAC Permit
- Sign Permit
- Fire Alarm Permit
- Occupant Load Placard Permit

Planning applications that are available online include:

- Zoning Development Review
- Property Certification Request
- Consolidation/Subdivision Request
- Address Request
- Historic Nomination
- Master Plan/Zoning Change Application
- Zoning Appeal Request
- Additional Planning Applications

Additional Services that are available through OneStopPGH include:

- Improved DOMI moving, dumpster, sidewalk repair, and other permits; allowing residents to print no-parking signs from home or office.
- Inspection reports and checklists for inspections on DOMI Right of Way (ROW) permits.



- New "no parking" signs that list permit number, permit type, and permit holder; which makes it easier for inspectors to clearly identify any unpermitted use or occupancy in the public ROW.
- DOMI online permitting of ROW improvement plans, ROW encroachments, and street vacations.
- Fire Bureau permits (annual permits such as Hazmat, Special Occupancy, and Hotwork Programs; and such event-based permits as new Hazmat tank installations, firework shows, and Special Events).
- Improved code enforcement system allows 311, PLI, and DOMI to notify complainants of enforcement actions and provide more transparent case updates, including court disposition, more efficiently.

Tech Refresh

A November 2020 Performance Audit conducted by the Office of the City Controller found that many City departments were using outdated technology. I&P's response was to create the Tech Refresh program.

"The goal of the Tech Refresh program is to make sure every staff member has the correct IT devices to successfully perform their required job duties. This program carefully matches the roles of staff members to the technology they receive. With updated devices such as laptops and tablets, City staff now can be mobile instead of restricted to one location.

The 4-year replacement and maintenance schedule established by this program will also save the City valuable resources as it is far more costly (in terms of time and money) to maintain outdated devices and legacy hardware.

This citywide program will deploy new computing devices to almost 2,000 employees. In addition, the Tech Refresh Project brought the ability to deploy new laptops to Citiparks Rec2Tech initiatives that provide digital technology opportunities for Pittsburgh's youth. The goal is to ensure that all residents are equipped with the tools necessary to be successful in the jobs of the future."



Public Safety Media Blotter

The Department of Innovation and Performance worked with the Department of Public Safety to create an easily accessible blotter for current incident information generated by a Public Information Officer (PIO). Replacing transcribed, hand-written notes, the blotter posts the incident information online and sends a link to the media groups in real-time. The blotter is updated automatically every 60 seconds in the event a PIO adds a new incident or updates a current incident. When an incident occurs, a "blot" can be created in the office or on-scene. The platform is mobile-friendly so it can be accessed on any device that uses a browser and has an internet connection.

The positive impact on the City and the Public Safety Information officers, in particular, is significant. In 2018, Public Safety had 3,000 followers on Twitter. By putting everything out to the public on the real-time blotter, they were able to grow their audience. Today, thanks to the blotter, their Twitter following has reached 27.1K followers.

Purvis Station Alerting System

The Purvis 'Station Alerting' System was a collaborative effort that spanned multiple departments across City government. The Pittsburgh Bureaus of Fire and Emergency Medical Services (EMS) worked hand-in-hand with the Department of Innovation and Performance in a lengthy and comprehensive process to design and deliver a much-needed piece of technology for some of the City's most dedicated public servants.

When activated, the new system uses a series of audio and visual cues and provides First Responders in both Fire and EMS with streamlined incident dispatch information. Each station is now equipped with interactive touch screens, scrolling reader boards, and incident displays to ensure that crews have the most accurate intelligence about the situation they're about to enter.

Another benefit to Bureau personnel is a less hectic station. There are hundreds of emergency dispatches sent to 30 Firehouses and 14 EMS stations on a daily basis. Previously, crews sat on edge 24 hours a day, 7 days a week, filtering through radio traffic that often had little or no impact on their area of responsibility. Purvis' system delivers only relevant information to those who are tasked with a response, resulting in decreased dispatch times.



Gold Belt Process Improvement Training Program

The Gold Belt Training Program helps city employees achieve their maximum potential with limited resources, while saving every taxpayer dollar they can in the process.

Gold Belt's concise curriculum is designed to equip City employees with scientific problem solving and process improvement tools adopted from the world's leading industries and carefully morphed to be applicable to the practicalities of City government.

Gold Belt graduates are essential in developing the capability to improve processes and expand capacity for innovation and improved delivery of services to customers and citizens. Certified members are taught to empower staff, reduce wait times, improve throughput, and organize workspaces. At the training, staff members learn how to use tools to identify and eliminate waste in their department's processes. After the workshop, each participant is encouraged to complete a "Just Do it Innovation" and apply what they have learned to improve their work area.

City Channel Pittsburgh

City Channel Pittsburgh has two major functions in government: manage the City's government access television channel and enforce the City's cable television franchise agreements. City Channel Pittsburgh is cablecast on Comcast Channels 13 & 14 / Verizon Channels 44 & 45, as well as live streamed on Twitter and YouTube.

The Department of Innovation & Performance is responsible for monitoring and enforcing compliance with the City's cable franchise. The department administers and negotiates franchise agreements, franchise renewals, and transfers as necessary with incumbent providers and new entrants; ensures provision of public access television, overseeing the contract with Pittsburgh Community Television; and regulates basic rates as permissible under federal law. (Under federal law, the City is prevented from regulating cable rates except for the price of basic cable, installation, and some rental charges.)

The City charges Comcast and Verizon a franchise fee to use the public rights-of-way for private enterprise. The franchise fee is five percent of Comcast's and Verizon's gross revenue.



Under Federal law, cable companies are permitted to pass this fee on to cable subscribers and so it is charged on monthly cable bills. The City deposits the revenues from the franchise fee into the General Fund, which is utilized to pay for City services such as Police and Fire protection; these costs would otherwise be paid by taxpayer dollars. Cable television services in the City of Pittsburgh are provided by Comcast and Verizon.

Geographic Information Systems

The GIS Division of the Department of Innovation and Performance provides data and analysis services to City departments and authorities. GIS data is provided to internal and external users in an easy-to-use interface through the creation and maintenance of Interactive Web Applications. The GIS team incorporates Open Data into a workflow for better sharing and more standardized data use by all. The team collaborates with outside agencies to establish critical authoritative data with a focus on greater accuracy.

PGH Lab

The Department of Innovation and Performance, in partnership with the Urban Redevelopment Authority of Pittsburgh, the Housing Authority of the City of Pittsburgh, the Pittsburgh Parking Authority, and the Pittsburgh International Airport, sponsor an annual concept pitch competition and pilot program called PGH Lab. PGH Lab connects local startup companies with the City of Pittsburgh and local authorities to test new products and services in a real-world environment for up to six months. In the program, startups are encouraged to test their concepts, gain valuable market feedback, and iterate. In turn, the program gives local government the opportunity to explore new ways to use technology and services to make government more efficient, transparent, sustainable, and inclusive.

Applications for the current round of PGH Lab were made available on October 21, 2021 and ended on November 1, 2021. The cohort announcement will be on December 1, 2021, with the pilot period planned for February 1, 2022 to July 29, 2022. There will be a community presentation on August 3, 2022, with final evaluations and feedback on August 8, 2022.

Startup companies have been invited to submit solutions in the following topics:



Resident Engagement

The Resident Engagement program aims to improve and increase citizen engagement capabilities in local government to ensure all of Pittsburgh's residents can easily access important information and resources. This program proposes solutions that can enhance the lines of communication between local government, non-profits, and citizens. Artists, graphic designers, and photographers are encouraged to submit citizen engagement solutions.

Improve Operations

Applicants are invited to improve local government operations by making internal processes more efficient and effective. Solutions in the following sub areas of interest are highly encouraged:

Data Solutions

Collect and analyze city and municipal partner data with measurable results that will affect civic technology and help to improve the community.

Smart Cities

Help Pittsburgh become a 'smart city' by exploring newer and smarter technologies as well as data to ignite economic development, enhance residents' quality of life, and improve accessibility, especially for people with disabilities working and living in the City.

Climate Change & the Environment

Climate and environmental change is a pressing issue for all cities. Modern cities already monitor air quality, energy use, waste, and stormwater management, but we must do more. Help Pittsburgh become a leader in sustainability and resiliency. Solutions in sustainability, food waste management, and circular economy or reuse/creating new products out of waste and recycling streams are highly encouraged.

Addressing City Challenges

Propose a pilot project solution that will directly address an internal City challenge.



Open Call

Suggest a pilot project that does not fall under any of the previous categories but will benefit and make a great impact in the City of Pittsburgh and the participating organizations.

Thirty-three (33) businesses are alumni of the program. Projects have ranged from TrashBot, which uses advanced robotics and artificial intelligence to sort recyclables from waste at the point of disposal; to Global Wordsmiths, which tested its language access consulting stack with the Housing Authority of the City of Pittsburgh (HACP).

3-1-1

In the early 1990s Pittsburgh had a Mayor's Service Center with a 7-digit number for citizens to call in complaints. The requests would be sent to departments for resolution. This process could take weeks or even months. The Pittsburgh 311 Response Center was established by former Mayor O'Connor prior to his death and was unveiled on October 24, 2006 by then-Mayor Ravenstahl. Mayor Ravenstahl wanted 311 to be a conduit to make it easier for citizens to dial in for services. The Mayor conducted a public service campaign with postcards sent to residents and billboards posted. The center was originally under the jurisdiction of the Parks Director, then the Director of Neighborhood Initiatives, followed by the new Operations Department, the Mayor's Office, and now the Department of Innovation and Performance.

In the race to become a national leader in technology-based 'e-democracy' to complement their 311 service, then-City Councilman William Peduto pushed through the launch of the iBurgh smartphone application to complement the City's existing 311 system, just days ahead of Boston's unveiling in July 2009. In the rush to launch the citizen app, integration problems quickly emerged through citizen complaints. While the initial implementation of the app was not successful, 311 has proven to be a valuable service to the citizens of Pittsburgh.

Pittsburgh's 311 database has changed over time, with a key addition being the PittsMaps geographic information system (GIS), which made it easier to follow up with residents. The Mayor's communication staff handles Twitter, Facebook, RSS Feeds, and alerts from their



website. The City implemented Google Voice in January 2012, which translates and transcribes after-hours 311 voicemail messages.

During the COVID-19 pandemic, 311 was agile and switched to a completely remote service delivery model. In partnership with a private contractor, the Department built a Flex cloud contact center prototype, tested it, and rolled it out, going live within a week, enabling operators to continue to take 311 calls — which were and continue to come in at a much higher volume — from the safety of their own homes via a laptop. There are no plans to return to in-office service delivery for this program, as the space that used to house the 12 operators is being reprogrammed.

To date in 2021, the 311 Call Center has taken over 90,000 requests, an increase of 26% over the same period in 2020. Of those requests, over 62,500 (77%) have been closed. The most popular requests in 2021 have been: weeds/debris (7,514); missed refuse pick up (5,396); snow/ice removal (5,057); potholes (3,389); and abandoned vehicles (2,906).



Office of Management and Budget

The Office of Management and Budget drafts and executes policies that serve as a guide for project budgets; and operates Fiscal Focus Pittsburgh, an online system which allows residents to clearly see budgets outlined and how money is spent on goods and services. The Office of Management and Budget (OMB) is organized into five teams to strengthen city-wide financial management:

Administration – provides direction for the department; oversees departmental planning and management functions; handles administrative and human resource functions for the Mayor's Office, Bureau of Neighborhood Empowerment, and Office of Management and Budget; and coordinates city-wide business processes such as legislation, position control, and travel requests.

Capital Asset Management and **Infrastructure Finance** – responsible for: preparation and implementation of the annual Capital Budget and six-year Capital Improvement Program; planning and administration of the City's asset management function; fleet operations and management of the fleet management contract; and the development and financial oversight of the City's long-term Infrastructure Investment Plan and Recovery Plan.

Government Operations and **Finance Transformation** – responsible for: preparation and implementation of the annual Operating Budget and five-year forecast; long-term financial planning; financial policy development; maximizing opportunities to pursue, secure, and effectively administer grants from federal, state, county, corporate, and foundation partners; leading the transformation of the City's finance functions through a redesign of the finance organization, talent, processes, and technologies; and the management of enterprise-wide projects that will have a significant financial and/or operational impact.

OMB is responsible for implementing and overseeing the City of Pittsburgh's operating and capital budgets. Throughout the fiscal year, OMB monitors the City's expenditures and revenue receipts, provides legislative oversight on any matters related to the budget, and



oversees budget transfers and adjustments. Analysts in OMB prepare quarterly reports on: (1) the performance of major revenue sources and expenditure categories, (2) key factors driving the budget and cash flow, and (3) brief updates on important management initiatives.

The Mayor's Annual Budget Process

The Office of Management and Budget (OMB) is responsible for preparing the Mayor's Annual Budget and begins the work for it in May. Throughout the summer, OMB analysts meet with departments to discuss baseline budgets, requests, position changes, organizational changes, departmental highlights, and new objectives. The analysts present requests and recommendations to the Director of the Office of Management and Budget, who will make final recommendations to the Mayor. The Mayor then presents a preliminary operating and capital budget to the City Council on or prior to September 30 of each calendar year. The Mayor formally submits the proposed budgets to City Council on the second Monday of November of each fiscal year, pursuant to Chapter 505 of the Home Rule Charter.

City Council reviews the budget and holds a number of meetings and televised hearings with Departments. After consideration of public input and priorities, City Council makes minor changes and adopts the budget.

Each November, the Mayor delivers the State of the City address and presents the budget to City Council.



After this process, the legislating body takes ownership of the pending document. The City Clerk schedules meetings with each department, office, and bureau to discuss preliminary plans for the next fiscal year. The Clerk posts the hearing schedule on the Meeting Schedule page. Constituents have the opportunity to offer public comment during the Citizen Participation hearing; this is an appropriate time to share personal priorities with City officials.



Operating Budget Engagement

All surveys, meeting registration links, recordings of meeting videos, helpful links, and other tools related to the 2022 Capital and Operating Budget engagement process are hosted on a centralized page within the City's EngagePGH platform.

The current and historical City of Pittsburgh Operating Budgets are available at <https://pittsburghpa.gov/omb/budgets-reports>.

The Budget Guide is the very first section of the full operating document and offers insight into how the City of Pittsburgh operates. It explains how money moves through the City in a general sense and leads constituents through the City's accounting structure, major revenue and expenditure categories, and the budget creation process.

Other budget engagement initiatives include:

- The Budget Calendar is also available in the document and online.
- Published Quarterly Financial Reports allow residents to compare actual expenditures to the final budget.
- The Tax Receipt tool allows residents to see an unofficial breakdown of how their taxes are spent each year.

Fiscal Focus Pittsburgh

The Office of Management and Budget operates Fiscal Focus Pittsburgh, an online system which allows residents to clearly see budgets outlined and how money is spent on goods and services.

ProcureNow

The OMB houses a public facing Solicitation and Contracts portal, ProcureNow, offering users a way to:

- Register to bid and receive notifications of future opportunities in the e-Procurement Portal by selecting "Subscribe" to create an account.
- Create a custom vendor profile and choose the categories for which you wish to receive notifications.



- Follow updates to existing solicitations by finding the solicitation and clicking the Follow button. This will allow all interested parties to receive amendments and addend a automatically.
- Submit questions and receive answers for open solicitations directly in the tool.
- Guide vendors through the process of responding electronically to RFPs, bids, etc. to ensure submissions have been accurately completed.

Ultimately, the aim of the platform is to be the single location for all bid opportunities issued by the City of Pittsburgh, and to provide the ability to review award results/postings electronically.

Internal Partners

The Office of Management and Budget works in conjunction with all Departments and Offices within the City of Pittsburgh.

External Partners

The Office of Management and Budget has key partnerships with those agencies that receive appropriations from the City of Pittsburgh on an annual basis. For example Urban Redevelopment Authority.



Office of Municipal Investigations

Overview

The Office of Municipal Investigations (OMI) is primarily responsible for investigating complaints against City of Pittsburgh employees. OMI is responsible for directing the receipt, analysis, and investigation of citizen complaints of civil or criminal misconduct alleged against any non-elected City of Pittsburgh employee. Elected officials are held accountable through a myriad of other processes. Work rules, union contracts, civil service regulations, city code, and state laws are referenced by OMI to define illegal and inappropriate conduct accordingly. In this function, OMI acts solely as a fact finder and does not issue disciplinary recommendations. OMI also completes detailed background checks of candidates for public safety jobs, abbreviated background checks on other city employment candidates, and maintains residency verifications of active and prospective employees.

Due to their overlapping authority, OMI and the Citizen Police Review Board (CPRB) may both investigate the same complaint of misconduct. Unlike the Citizen Police Review Board, OMI must investigate all complaints against the Bureau of Police and must have its findings accepted by the Chief of Police.

OMI also identifies problem areas where policy development or retraining may be necessary. By remaining independent from any Public Safety Department bureau, and by staying removed from the disciplinary process, OMI ensures citizens and employees a fair, thorough investigation.

OMI's case information is logged into the police database and details are viewable by supervisory personnel. OMI's responsibility is only to investigate and determine wrongdoing by employees. It is unknown whether within the police department this information is used to identify problem officers.

Staff

OMI is currently housed under the Department of Public Safety in the Consent Decree, but now reports directly to the Chief of Staff Dan Gilman. Ms Bruni is the Manager for OMI, where she began working as an intern 20 years ago. Her previous position was eliminated after the death of the former manager; a position she then assumed. Ms. Bruni says the office is technically, not directly linked to the Bureau of Police or the Department of Public Safety but is included in the weekly director's meetings. Meetings with the Chief of Staff (and rarely the Mayor) are held only when necessary (i.e. in the case of officer/employee misconduct that could be deemed criminal). Ms. Bruni asserts that she maintains distance from Department of Public Safety so as not to impact OMI findings.

In addition to the Manager, there is 1 Sergeant and 6 detectives assigned to the OMI. Per Ms. Bruni, these officers are "under" the Bureau of Police (BOP) based on title and report to the BOP for administrative matters, but for day-to-day matters, the officers report to her. There is overlap with the BOP only when the Sergeant/detectives sign up for extra detail. For instance, one detective signs up twice a month for River Rescue detail. These are extra hours, as they work full time with OMI.

Ms. Bruni believes the OMI could use more support staff for conducting background checks, as the Sergeant is currently solely responsible for this duty which takes away from investigatory matters. There is a fiscal coordinator (who does more executive assistant work) who has been employed with the City since 1964. Bruni says the fiscal coordinator works for very little and will be a hard person to replace when/if she leaves.

Intake

Collections of preliminary evidence begin at the initial contact. The intake form is completed by the OMI investigator, who also takes statements from witnesses who may be present during this initial meeting. Tape recordings are utilized initially, unless refused. Otherwise, the complaint is required to be placed in writing. Review of the case is performed by the OMI administrator for every complaint received by OMI. At this time, the administrator makes a determination if the complainant has made a prima facie allegation of misconduct. A prima facie allegation means the allegation has enough evidence to suggest the it is true, before investigating further. If the complaint meets this standard, the complaint is assigned to an



investigator. If the complaint does not meet this standard, a memo to file outlining the allegation is written and the complainant is contacted via letter with this finding. Possible closing categories are: Sustained, Not Resolved, Exonerated, or Unfounded.

OMI Investigative Process

A critical step in the investigative process is the collecting of information from the complainant and designating which policies or procedures the employee has violated. These policy violations are called allegations. A single case can have one or more allegations, against one or more employees.

Caseload

According to a Performance Audit conducted by the Office of City Controller in 2018, OMI endeavors to clear all cases in 120 days. Two dates are recorded to indicate when investigations are completed: a completed date and a disposition date.

Public Safety Employees Background Check Processes

OMI conducts pre-employment background investigations for Public Safety jobs and when otherwise requested. The City of Pittsburgh's Department of Public Safety has many different departments, including the Bureaus of Police, Fire, and Emergency Medical Services (EMS).

Residency Compliance

OMI conducts investigations when questions arise concerning City employee residency compliance.

Conclusion

The OMI provides recommendations, NOT findings. There is a lower threshold for determining recommendations under OMI regulations than is standard in courts. Instances have occurred in which some cases are thrown out in court but may move forward under the OMI due to the lower standard of determination.

The Evidence Standard under the OMI is based on Equal Credibility between the complainant and the employee.



Pittsburgh Parking Authority

The Authority, a body corporate and politic under the laws of the Commonwealth of Pennsylvania, was organized in 1947 by the City of Pittsburgh pursuant to the Parking Authority Law of Pennsylvania, Act of June 5, 1947, P.L. 458, as amended and supplemented, 53 P.S. SS 341 et seq., (the "Act").

The Authority was created for the purpose of conducting the necessary research activity for maintaining current data leading to efficient operation of on-street parking facilities. The Authority is authorized by law to plan, design, locate, acquire, hold, construct, improve, maintain and operate, own and lease, either in the capacity of lessor or lessee, land and facilities to be devoted to the parking of vehicles of any kind; to borrow money; to make and issue bonds and to secure the payment of such bonds or any of its revenues and receipts; and to make such agreements with the purchasers or holders of such bonds, or with others in connection with any such bonds, as the Authority shall deem advisable. The Authority has the power of eminent domain, and all Authority property is exempt from real estate taxation, except any part of its structures or facilities used for commercial activities. The Authority has no taxing power.

The Act also permits parking authorities to sell or lease air rights or space above their facilities for commercial uses other than parking (except the sale of gasoline or automobile accessories). Such commercial space is subject to real estate taxes. The Authority is divided into four departments - Finance, Parking Services, On-Street Parking, and Project Management. It is governed by a five-member Board (the "Board"); appointed by the Mayor of the City of Pittsburgh to serve without compensation for staggered terms of five years at the pleasure of the Mayor. The Authority's staff is employed to administer the Authority's program and carry out decisions of the Board.

The Authority hosts its own website for information, and within that site oversees an online system, Pittsburgh Parking Court, which allows the public to pay or contest tickets.



External Partners

The Pittsburgh Parking Authority provides services for PWSA, and has a number of service agreements with different entities, i.e. including long-term parking contracts for residential and commercial buildings to provide parking. The City of Pittsburgh relies heavily on funding generated from the PPA's profits and service agreements, and it would be wise to consider optimizing the relationship. As the PPA is the only authority where the Mayor has exclusive appointment control, appointments would be key in growing an already working partnership.

The PPA also has a Cooperation Agreement in place with the City of Pittsburgh. Revenue is shared, and the PPA was the single largest contributor to the City's budget prior to the pandemic, bringing in \$30 million to the City of Pittsburgh. The pandemic has seen a loss of 50% in 2020 and 30% in 2021, but has still maintained \$15M annually during that time. As the Central Business District recovers, so will payments to the City.



Urban Redevelopment Authority

The economic development apparatus in Pittsburgh is large and unfocused. Over the past decade, countless studies and plans have been created to define priorities for economic development. However, there is no comprehensive plan that leverages all of the City's assets and plans, resulting in a disjointed set of programs, initiatives, and services that are not coordinated to achieve maximum impact. The Incoming Administration has the opportunity to articulate a clear vision, goals, and metrics for economic development, and to direct all public agencies to align their resources and plans towards the implementation of the strategic vision.

The Pittsburgh Urban Redevelopment Authority, as the City of Pittsburgh's community and economic development agency, is best positioned to lead the coordinated efforts at implementing a comprehensive, goal-driven economic development strategy from the regional to the neighborhood level. The URA's current mission is to create jobs, expand the City's tax base, and improve the vitality of businesses and neighborhoods. This mission also includes an addendum that spells out the URA's commitment to equitable development and the incorporation of best practices for equity and inclusion into its internal and external policies and activities.

The URA's activities include assembling, preparing, and conveying sites for major mixed-use development, as well as a portfolio of business and housing programs that include: financing for business location, relocation, and expansion; housing construction and rehabilitation; and home purchases and improvements. Since its incorporation, the URA has constructed or rehabilitated tens of thousands of homes, reclaimed thousands of acres of contaminated brownfield and riverfront sites, and assisted hundreds of neighborhood businesses throughout the City of Pittsburgh.

URA exercises flexibility in its program through the use of several affiliated organizations that have specific missions that align with and empower the work of the URA. URA affiliates include the Pittsburgh Housing Development Corporation (PHDC); the Pittsburgh Economic



& Industrial Development Corporation (PEIDC); Pittsburgh Urban Initiatives (PUI); Invest PGH (IPGH); and the Pittsburgh Land Bank (PLB).

Pittsburgh Housing Development Corporation

The Pittsburgh Housing Development Corporation (PHDC) was created to initiate, plan, finance, develop, and manage housing development throughout Pittsburgh.

In 1994, the Urban Redevelopment Authority of Pittsburgh (URA) created the Pittsburgh Housing Development Corporation (PHDC) after recognizing that large sections of the City and county were not being adequately served by either the private development market or by local community development corporations. The URA charged PHDC with the task of initiating, planning, financing, developing, and managing housing development throughout the City of Pittsburgh, emphasizing development of affordable housing units in low to moderate income census tracts. PHDC is established as a 501 (c) 3, non-profit corporation, whose Board of Directors is appointed by the URA.

The goal of PHDC is to encourage the growth of, and never replace, organizations capable of developing affordable and/or market rate housing. PHDC never works in neighborhoods where it has not been invited and, in those cases where PHDC acts as a sole developer, it always solicits the consent of the local neighborhood development corporation.

Pittsburgh Economic & Industrial Development Corporation

The Pittsburgh Economic & Industrial Development Corporation (PEIDC) serves as Pittsburgh's industrial development corporation for real estate development.

The Pittsburgh Economic & Industrial Development Corporation (PEIDC) was established in 1995 to serve as the City of Pittsburgh's industrial development corporation for real estate development. It is a member-based organization with its membership consisting of private real estate developers, community development organizations, lenders, and development professionals.

With Internal Revenue Service 501 (c) (3) non-profit corporation status and certification from the Pennsylvania Industrial Development Authority (PIDA), the PEIDC is able to purchase real estate for development, obtain private and public financing including low-interest PIDA loans, and sell or lease real estate; all for projects where private real



estate developers will not or cannot undertake industrial or commercial development projects.

Pittsburgh Urban Initiatives

Pittsburgh Urban Initiatives (PUI) is a Limited Liability Company certified as a Community Development Entity (CDE) by the Treasury Department's Community Development Investment Fund (CDFI). As a CDE, PUI is able to apply for and facilitate New Markets Tax Credit (NMTC) investments for projects in the City that benefit low-income neighborhoods.

PUI's mission is to strategically invest in office, retail, mixed-use, and community facility developments in low income communities that benefit residents of those communities throughout the City of Pittsburgh. In total, PUI has received \$238 million in NMTC allocation to use in the City of Pittsburgh.

Invest PGH

Invest PGH is a non-profit Community Development Financial Institution formed in 2020 and governed by a 5-member board.

Current programming is focused on micro lending, with flexible terms and underwriting standards. Lending is targeted towards investment areas as defined by the CDFI Fund in the City of Pittsburgh, as well as minority- and women-owned businesses within those areas.

Programming will be expanded over time to address the needs of growing and scaling small businesses. Invest PGH will also seek to create a program that can aid in the preservation of affordable housing in the Pittsburgh housing market.

Pittsburgh Land Bank

The Pittsburgh Land Bank was created via local ordinance in the Spring of 2014. It operates citywide within the municipal boundaries of the City of Pittsburgh. It is governed by a 9-member board of directors and is the local government agency responsible for the recycling of distressed properties back to productive use.

The Mission of the Pittsburgh Land Bank is to return unproductive Real Property to beneficial reuse, through an equitable, transparent, and public process; revitalize



neighborhoods to strengthen the City's tax base; and support socially and economically diverse communities.

These affiliate organizations supplement the work of the divisions within URA. Those divisions include: Central Operations, Development Services, Lending & Investments, and Business Solutions.

Development Services

The URA's Development Services unit develops public-private partnerships to advance place-based strategies to build an equitable Pittsburgh. The unit does this by collaborating with community groups, developers, and city agencies on neighborhood initiatives and projects. From vision-to-action they assist with community planning, project financing, and bringing resources to communities.

The Development Services unit also administers the East Liberty Transit Revitalization Investment District Revitalization Authority ("ELTRIDRA").

Lending & Investments

For businesses and entrepreneurs, the Commercial & Business Lending unit home to several innovation initiatives.

The Residential & Consumer Lending unit deploys housing financial resources throughout the City of Pittsburgh. Staff works directly with residential developers and consumers to ensure that Pittsburgh is an affordable place for its residents to live. The unit does the following: provides gap financing for rental and for-sale development programs; provides loans and grants to Pittsburgh's residents to buy and/or rehab their homes; administers the Housing Opportunity Fund which is Pittsburgh's local housing trust fund; and deploys Federal, State, local, and other philanthropic and private funding for housing development and preservation.

Business Solutions

The URA is committed to supporting Pittsburgh's next generation of creators, thinkers, innovators, and inventors by fostering new entrepreneurship and business expansion. The Business Solutions unit drives these efforts. For businesses and entrepreneurs, the URA offers



a variety of gap financing products and expert services to help clients expand their businesses and attract new customers.

The URA's business units and affiliates offer a wide range of programs and initiatives to support the economic and workforce development ecosystem.



Pittsburgh Water & Sewer Authority

The Thomas Consulting Group conducted interviews with the Pittsburgh Water & Sewer Authority (PWSA) leadership, researched and reviewed (both historical and current) reports, documents, and media coverage involving PWSA for the preparation of this report. Due to the complexities found regarding the management, structure, and performance of the agency, a review of historical issues facing PWSA has been found necessary for inclusion in this Transition Brief.

The PWSA

The Pittsburgh Water and Sewer Authority (PWSA) is a body corporate and politic organized and existing under the Act pursuant to Resolution No. 36 of the Council of the City of Pittsburgh (the City), duly enacted on February 6, 1984, approved by the Mayor on February 8, 1984, and effective February 16, 1984. The Secretary of the Commonwealth of Pennsylvania approved the Authority's Articles of Incorporation and issued a Certificate of Incorporation on February 17, 1984. Articles of Amendment were approved, and a Certificate of Amendment was issued by the Pennsylvania Department of State on December 11, 1989, to include, among authorized projects, low head dams and facilities for generating surplus electric power. Articles of Amendment were approved, and a Certificate of Amendment was issued by the Pennsylvania Department of State on May 9, 2008, to extend the term of existence of the Authority to May 21, 2045. Articles of Amendment were approved, and a Certificate of Amendment was issued by the Pennsylvania Department of State on March 19, 2020, to extend the term of existence of the Authority to March 13, 2070 and to include stormwater systems.

Under its Articles of Incorporation, the Authority is specifically authorized to acquire, hold, construct, finance, improve, maintain, operate, own and lease, either as lessor or lessee, projects of the following kinds and character: sewers, sewer systems or parts thereof, waterworks, water supply works, water distribution systems, low head dams, facilities for generating surplus power, and stormwater systems.



The System provides water to approximately 81,000 customers or 84% of the total population in the geographic boundaries of the City. The Authority provides wastewater collection and transmission service to almost the entire City, estimated at 306,000 residents. The System does not include wastewater treatment facilities; such facilities are the responsibility of the Allegheny County Sanitary Authority (ALCOSAN), a separate and distinct legal entity.

The Authority operates and maintains a 117 million gallon per day (MGD) rapid-sand-type water treatment plant; a 26 MGD microfiltration plant; approximately 964 miles of water mains; over 32,000 valves and fire hydrants; 1 raw water pump station; 10 finished water pump stations; 4 in-ground reservoirs; 10 storage tanks; approximately 1,220 miles of sanitary, storm, and combined sewers; 29,000 manholes; 30,000 catch basins and inlets; 38 combined sewer overflow outfalls; 185 storm outfalls; and four wastewater pump stations.

Workforce

Until recently, PWSA was limited to levels of expertise they could hire from within the City. Exceptions were created and the agency can now hire professionals from outside the City. The Union now has a 36-municipality circle they can pull from for those jobs, with hiring preferences given to residents of the City and customers of PWSA. The majority of Authority employees are represented by one of three labor unions. The Pittsburgh Joint Collective Bargaining Committee (PJCBC) represents blue-collar employees. According to PWSA, there are 350 employees, with 180 PJCBC workers and 50+ employees in customer service. There are no civil servants.

Background

Since its creation in 1984, the PWSA has been plagued by political interference across several administrations, lack of consistent leadership, mounting infrastructure failures, and the struggle to raise rates. Without sufficient funds, the authority could not properly fix its infrastructure and struggled to hire top leadership. This deficiency resulted in a more preventative maintenance approach rather than the focus or ability to find permanent structural solutions.

Excerpts from *PublicSource.org* journalist, Oliver Morrison, provide a helpful timeline chronicling the events impacting the PWSA over the last 37 years:



1984: Pittsburgh Water and Sewer Authority (PWSA) was created under the state's Municipal Authorities Act to refurbish infrastructure across the system, but the water department is still run by the City.

1995: The City transfers its water employees to PWSA and leases its water lines to the authority for \$101 million over 30 years. PWSA issues a \$200 million bond. The City signs a cooperation agreement with PWSA that includes 600 million gallons of free water for the City every year.

March 1995: PWSA's first executive director Glenn Cannon complains that a sewer lining contract was not fairly awarded because of a City Councilor's intervention.

October 13, 1995: Executive director Glenn Cannon leaves for a job in Florida, and Greg Tutsock, Associate Director, is named acting Director.

December 16, 1996: Timothy Equels takes over as Executive Director for \$76,000 per year and Tutsock returns to role as Associate Director.

October 12, 1998: John W. Hanna takes over as acting Director, replacing Timothy Equels who resigned.

December 1998: Mayor Tom Murphy presents a budget that increases PWSA's annual payments to the City from \$4.8 million to \$7.1 million. PWSA raised its rates on schools and hospitals to pay for it.

1999: PWSA's water tests at 2 ppb for lead.

December 2000: A request for proposal is issued for a private company to help with management and John Hanna is fired. Hanna and the City accused each other of corruption.

January 2001: Greg Tutsock, previously the Associate Director and then acting Director for a short time, is hired as the permanent Executive Director.

May 2001: U.S. Water LLC comes in to take over management of PWSA.

December 29, 2003: The City of Pittsburgh enters Act 47 Financial Distress.

August 17, 2005: A water main break floods three Downtown garages, including Gateway Center.

September 1, 2006: Luke Ravenstahl takes over as Mayor of Pittsburgh after Bob O'Connor passes away while in office.

2007: PWSA enters into a variable rate bond deal that will later cost the agency upwards of \$100 million.



September 13, 2007: Ravenstahl fires Tutsock who had served for nearly seven years as the PWSA director, four years longer than anyone before or since. Mike Lichte, the director of engineering, takes over as acting Director.

April 2008: Michael Kenney is hired as PWSA's new Executive Director at a salary of \$130,000.

May 10, 2008: The Authority issues \$320 million in additional debt to pay for plant and sewer line repairs and refinance some of its old debt to save money. These bonds would later become a subject of controversy after the variable rate auction market tanks.

August 21, 2008: Len Bodack, former City Councilman and PWSA Board member, is hired as a mechanic supervisor at PWSA, which was criticized by the Post-Gazette editorial board for the appearance of cronyism.

September 2008: Executive Director Michael Kenney hires his former boss' firm, Resource Development and Management (RDM), as a consultant at PWSA.

July 2009: RDM's report says there is a general lack of preventative maintenance at PWSA and overreliance on a single contractor.

2010: Employees at PWSA's Aspinwall plant start diverting sludge that was supposed to be treated by the Allegheny County Sanitary Authority [ALCOSAN] directly into the river.

April 2010: The PWSA board announces an investigation into Michael Kenney's potential conflict of interest with the firm that was awarded a contract for a controversial water line insurance program. The PWSA board later concluded serious ethical lapses.

July 20, 2010: Ravenstahl said he would look into privatizing PWSA and the Parking Authority as he seeks to find \$200 million for the City's pension fund.

December 2010: Executive Director Michael Kenney resigns after investigations of a potential conflict of interest. PWSA employees, Stephen Simcic and Thomas L. Palmosina, take over as co-interim Directors.

May 2011: Chester Engineers publishes a study of PWSA's 40-year capital needs, which shows PWSA's system needs more than \$2.5 billion in investments.

May 2011: PWSA hires Michael Baker International to look into the feasibility of creating a stormwater district to build green and gray infrastructure.

July 2011: Residents complain that flooding is getting worse after heavy rains cause sewer backups.

August. 19, 2011: Four residents die during flash flooding on Washington Boulevard.

2012: PWSA's water tests at 10 ppb for lead.



June 8, 2012: PWSA announces it will hire Veolia Water North America after more than a year and a half without a permanent Executive Director.

December 2012: Veolia management proposes a budget without a rate increase for the first time in four years, including only \$4.5 million for capital projects.

July 2013: PWSA's contract with Veolia is extended.

September 2013: PWSA almost violates the 15 ppb federal limit for lead in drinking water, registering at 14.7 ppb.

2014: The Pennsylvania Department of Environmental Protection (DEP) finds problems at PWSA's lab where they test for contaminants like lead and PWSA voluntarily withdraws its accreditation the following year.

January – March 2014: City Council starts receiving complaints about billing issues at PWSA.

March 17, 2014: Mayor Bill Peduto nominates a slate of new PWSA Board members.

April 2014: A PWSA maintenance supervisor hints at a change in corrosion control in an internal email. That same month, Flint, Michigan changed the source of its drinking water as it began the process of trying to supply its own drinking water.

August 2014: PWSA, under Veolia, touts new meters that will allow customers to go online to see their bills and catch leaks.

September 1, 2014: Only half of the City had the correct meters installed for PWSA's new billing system that went into effect; 29% of customers hung up before getting their call answered to troubleshoot billing issues, among other concerns.

November 14, 2014: Board chair Alex Thomson praises Veolia's work and the board renews its contract.

February 20, 2015: City Councilor and PWSA Board member Deborah Gross asks why some customers did not receive a bill.

May 15, 2015: PWSA hires Jim Good as its first permanent Executive Director since 2010 at a salary of \$240,000. Good had been serving as the Executive Director as a Veolia employee.

October 16, 2015: Glenn Lijewski wrote in an email to his supervisors that the drinking water plant had saved money by switching corrosion control chemicals.

Jan 5, 2016: Michigan declares a state of emergency in Flint.

Jan 22, 2016: During executive sessions, board members are alarmed to learn of the high lead levels in PWSA water after reading a Pittsburgh Post-Gazette article about it.

Feb 29, 2016: WESA reports that the PWSA "has no idea which houses have lead service lines."



Mar 03, 2016: The Post-Gazette reports that PWSA Executive Director Jim Good resigned due to mounting issues at the PWSA, such as shoddy metering. David Donahoe, the former Director of the Allegheny Regional Asset District, takes over as interim Executive Director.

April 25, 2016: The DEP orders the PWSA to begin lead testing after the department learned PWSA had switched from soda ash to caustic soda without informing them.

July 2016: PWSA releases lead test results for 100 homes. Ten of the homes had lead levels of 22 ppb or more, which exceeds the federal action limit of 15 ppb.

July 27, 2016: PWSA agrees to hire K. Charles Griffin to be the next Executive Director. He backs out after a report in the Post-Gazette the next day found that he had lied to the Board about one of his past jobs.

August 3, 2016: PublicSource reports that residents will need to replace their half of lead service lines and that there is an increased risk of lead exposure from partial line replacement.

September 2016: Bernard Lindstrom becomes the PWSA's third acting Executive Director in a year.

October 12, 2016: PWSA files a lawsuit against Veolia, claiming the company "grossly mismanaged" Pittsburgh's water.

January 2017: The "Our Water" campaign forms from various environmental, community, and labor groups to press for safe, affordable, and public water.

January 2017: PWSA comes up with a five-year capital plan to increase spending from about \$30 million annually to \$188 million by 2021.

January 31, 2017: PWSA issues a precautionary flush and boil advisory because of low chlorine levels that lasts for two days. 100,000 customers are impacted, making it one of Pittsburgh's largest ever.

February 16, 2017: City Controller Michael Lamb releases his audit of the PWSA, saying a "perfect storm of mistakes and incompetence" led to the PWSA's issues with billing.

February 28, 2017: Deborah Gross advocates for a plan to provide free lead filters to PWSA customers with kids 6 and younger.

March 17, 2017: Lindstrom, who became Executive Director in September 2016, extends his contract through March 13, 2019.

March 22, 2017: Three PWSA Board members resign in protest after Peduto tried to hire Lindstrom, in an attempt to create leadership continuity at PWSA.

March 31, 2017: Peduto convenes a Blue Ribbon panel to figure out how to reorganize PWSA to address its problems, saying it will take \$4 to \$5 billion to repair the system.



April 1, 2017: The Board decides to table Lindstrom's contract until the new Board is in place. Bob Weimar, who has been acting as director of engineering, begins overseeing day-to-day operations as interim Director.

April 21, 2017: Peduto nominates Jim Turner, Debbie Lestistian, and Chaton Turner to the PWSA board.

May 2017: A whistleblower files a complaint about sludge being dumped in the river by PWSA after a manager didn't respond.

June 23, 2017: PWSA officially hires Bob Weimar, its sixth director in seven years, for up to \$350,000.

August 28, 2017: Infrastructure Management Group, a consultant hired by the City, describes PWSA as "a failed organization atop a dangerous and crumbling structure." That same day, PWSA issues a flush and boil advisory for more than 18,000 customers on the North Side and Millvale.

October 18, 2017: Pittsburgh submits its official bid for an Amazon headquarters, touting all the benefits the City provides to its residents.

October 25, 2017: The DEP requires PWSA to make critical upgrades and repairs to the water system to ensure adequate pressure and volume.

November 2017: PWSA signs a consent order with the DEP to replace lead lines. Its first deadline is June 2018. It also releases a turn-around plan.

November 1, 2017: An audit by the state highlights PWSA's governance problems, in particular how its oversight board has been overly influenced by the Mayor's office.

November 8, 2017: The Board passes a rate increase that will, over three years, increase customer bills by nearly 50%.

November 27, 2017: IMG submits its final 50-page report to the Blue Ribbon Panel, including a recommendation to sign an asset management lease with a private water utility.

December 21, 2017: Gov. Tom Wolf signs legislation putting PWSA under the Public Utilities Commission (PUC) oversight.

December 28, 2017: The Blue Ribbon Panel releases another report that makes "separating PWSA from political influence" one of its central recommendations.

January 2018: Peduto's chief of staff at the time, Kevin Acklin, leaves City Hall and joins Peoples Gas as general counsel.

January 2018: PWSA records a record 87 water main breaks for the month.



January 26, 2018: The Board settles with Veolia and votes to reimburse private homeowners for lead lines.

February 22, 2018: A \$1 billion-plus pitch by Peoples Gas to privatize Pittsburgh's drinking water system becomes public.

March 2018: Peduto introduces legislation that would take the Mayor out of the selection process for the PWSA Board, but it doesn't receive enough Council support.

May 2018: Peoples Gas meets with City Councilors about its proposal to create a new water treatment plant that would provide water to Pittsburgh.

May 20, 2018: The Intercept publishes an article highlighting Veolia's responsibility for both Flint and Pittsburgh's lead crises.

June 2018: "Our Water" campaign advocates against the Peoples Gas proposal.

June 30, 2018: PWSA meets its deadline to replace 1,341 lead lines and exceeds it by a few.

July 19, 2018: The Peoples Gas plan is met with resistance from inside PWSA and Council.

October 17, 2018: PWSA secures \$49 million in loans from the state for lead-line replacements.

November 15, 2018: PWSA releases a 12-year turn-around plan to compete against privatization proposals.

February 2019: State Attorney General files 161 misdemeanor charges against PWSA for exposing customers to high levels of lead.

March 2019: PWSA establishes its own pension plan. Employees before 2019 are grandfathered into the City's pension.

March 26, 2019: Peduto signs pledge to keep PWSA public.

April 2019: PWSA starts adding orthophosphate to its water after more than a year of testing. Orthophosphate prevents lead from leaching into the water.

June 7, 2019: A new agreement between PWSA and the City is announced, putting an end to the City's free water. PWSA reduces its \$7.1 million annual fee paid to the City to \$3.9 million in pension costs.

June 18, 2019: PWSA issues more than \$214 million in bonds, about half of which will go to paying off the Authority's debt from its 1995 lease from the City.

July of 2019: Early data shows orthophosphates have begun to reduce lead levels across PWSA's coverage area.



September 6, 2019: PWSA enters into an agreement with the DEP that compels it to make large changes to prepare for an upgrade to the Clearwell where chlorine is added. It's one of the most vulnerable spots in the City's water system.

January 24, 2020: PWSA's lead levels test below 15 ppb for the first time since before the crisis.

February 4, 2020: Peduto replaces Deborah Gross on the PWSA board with City Councilor Erika Strassburger.

February 27, 2020: Peduto announces a nominating committee led by former Pittsburgh Chancellor Mark Nordenberg for the PWSA board. The committee recommends the next six of the Board's members.

May 2020: PWSA announces Will Pickering, the deputy director, as its new Executive Director.

June 22, 2020: PWSA's lead levels are in compliance with federal Environmental Protection Agency standards.

July 16, 2020: PWSA reaches a settlement with the State Attorney General to pay \$500,000 for high lead levels.

Nov 18, 2020: PWSA and a supervisor are indicted for dumping sludge between 2010 and 2017.

December 3, 2020: The PUC approves smaller rate increase than PWSA proposed.

March 2021: PWSA Board expands from seven to nine members.

April 13, 2021: PWSA proposes rate increases that include a stormwater fee.

Sept 2021: Additional assistance for low-income customers and a stormwater fee is approved by the PUC.

2025: PWSA can buy the underground pipes it has been leasing from the City for \$1.

<https://www.publicsource.org/pwsa-pittsburgh-water-sewage-timeline-history/>

CRISIS IN THE LAST 5 YEARS

Clean Water Act Violations

The Safe Drinking Water Act was enacted in 1974 to protect drinking water in the United States. The Safe Drinking Water Act gives the U.S. Environmental Protection Agency (EPA) the authority to set drinking water standards for the country.

Allegations



In **April of 2014**, PWSA made substantial modifications to its corrosion control treatment facilities and to its public water system by substituting caustic soda for soda ash as the primary chemical for corrosion control, without first obtaining an amended construction permit. In early 2016, PWSA reported the reinstated use of soda ash in the System.

From **August 26, 2016, until July 27, 2017**, PWSA failed to operate the treatment facilities in accordance with Permit No. 465W001-T1-C1, in violation of Section 109.703(a) of the Regulations, by failing to maintain and utilize equipment necessary to feed dry lime for raw water pH adjustment.

Sludge collected during the drinking water purification process at the Pittsburgh Water and Sewer Authority's Aspinwall treatment plant was intentionally and illegally discharged into the Allegheny River for seven years.

The U.S. Department of Justice (DOJ) and the EPA announced federal charges against PWSA in late 2020. A plea deal was reached in early 2021, which triggered the requirements under the agreement. Implementation of the terms of the agreement began prior to sentencing, which commenced September 2021. However, the actual sentencing date sets the expiration of the probation period for September 2024.

Consent Order and Agreement

PWSA pleaded guilty to one count of violating its National Pollutant Discharge Elimination System Permit (the NPDES Permit) by discharging sludge into the Allegheny River; and pleaded guilty to one count of making false statements in written reports about the amount of sludge it was sending to a waste treatment facility. PWSA also agreed to adhere to the terms of a comprehensive environmental compliance program. Under the terms of the plea agreement PWSA will be placed on a probationary period of three years (September 2024).

In lieu of a fine, PWSA is required to pay \$500,000 into a self-funded Compliance Fund and is not permitted to use the fund's cost as a justification for any rate increase proposal it may submit to the Pennsylvania Public Utility Commission. The fund will be used to pay for a comprehensive environmental compliance program to which PWSA must adhere. This program will be subject to the approval of the United States Attorney's Office and will focus



on the production of drinking water; PWSA's compliance with its NPDES and Industrial User Permits; and the proper storage of chemicals at the plant. The United States Attorney's Office and the EPA will monitor implementation of the plan during PWSA's period of probation. PWSA will also be required to provide annual environmental audits to the United States Attorney's Office and the EPA. These audits must also be available on the Authority's website for the public's benefit. PWSA was also required to install an Environmental Compliance Manager at the Aspinwall Plant, which was done in early 2021. This individual is authorized by the agreement to receive complaints and conduct investigations concerning environmental issues occurring at the plant.

Lead Levels

PWSA's system provides drinking water to approximately 520,000 people in the Pittsburgh area, including 250,000 residential customers. Lead is a neurotoxin, and no level is considered safe to ingest. Lead is particularly harmful for small children. The action level set by the EPA is 15 parts per billion (ppb).

Pittsburgh's lead crisis gained public attention in 2012, when PWSA outsourced daily operations to Veolia, the world's largest supplier of water services, to manage its day-to-day operations.

In **2016**, two years after the Flint, Michigan water crisis went public, Pittsburgh's lead levels tested at 22 ppb, causing public outcry and a class-action lawsuit by residents. Flint was also managed by Veolia, so the water crisis in Michigan created an instant heightened awareness for the City of Pittsburgh.

<https://www.publicsource.org/after-a-years-long-crisis-the-lead-levels-in-pittsburghs-water-finally-meet-federal-compliance/>

On **April 25, 2016**, DEP issued an Administrative Order directing PWSA to investigate lead levels within its system, evaluate the impacts from the change in corrosion control treatment, provide information on its actions to consumers, conduct a feasibility study for optimization of corrosion control treatment, and submit a final report to DEP.

https://www.media.pa.gov/pages/DEP_details.aspx?newsid=902



On **June 30, 2017**, PWSA failed to meet the deadline to replace at least 1,341 lead service lines from the estimated 19,152 existing services lines. PWSA reported only 415 lead service lines had been replaced of the required 1,341.

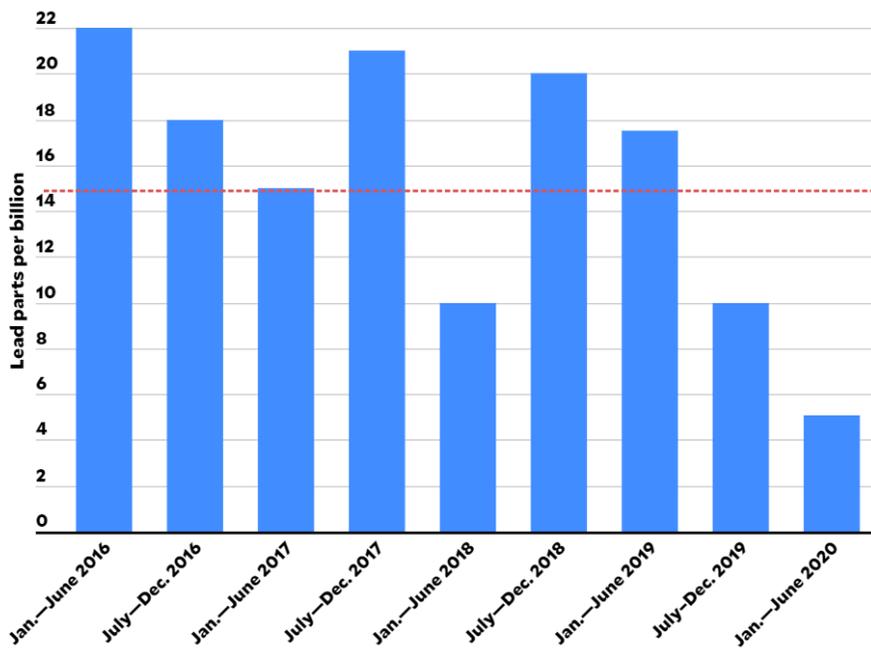
In **November 2017**, PWSA signed a consent order with the DEP to replace lead lines. Its first deadline was June 2018. It also released a turn-around plan. Under the consent order PWSA is required to replace 7% of its lead lines every six months until it returns to compliance.

In **2019**, the water authority added orthophosphate to PWSA's treatment process. Orthophosphate is a chemical that forms a protective layer on metal pipes and helps to limit corrosion.

PWSA lead Results Since 2016

- January – June 2016 = 22 ppb
- July – December 2016 = 18 ppb
- January – June 2017 = 15 ppb
- July – December 2017 = 21ppb
- January – June 2018 = 10 ppb
- July – December 2018 = 20 ppb
- January – June 2019 = 17.5 ppb
(Orthophosphate added)
- July – December 2019: 10 ppb.
 - 116 homes had a lead concentration of less than 5.0 ppb
 - 34 homes were between 5.0 and 9.9 ppb
 - 12 homes were between 10.0 and 14.9 ppb
 - 4 homes were between 15.0 and 19.9 ppb
 - 1 home was between 20 and 49.9 ppb
 - 1 home was higher than 50 ppb
- January – June 2020 at 5.1 ppb marked PWSA's lowest lead test result in over 20 years.

<https://www.publicsource.org/pittsburghs-drinking-water-passes-major-milestone-as-lead-levels-fall-below-federal-threshold/>



Source: Pittsburgh Water and Sewer Authority press releases, 2016—2020.

PWSA has been replacing lead lines since 2016, and has reportedly replaced more than 3,200 lead lines — nearly four times as many as was required by the DEP. The goal is to have all lead lines replaced by 2026.

Lifting Replacement Requirements

To be deemed compliant with federal rules, PWSA's water must test below the federal threshold for two six-month testing periods in a row. If PWSA's test results fall below 15 ppb again over the next six months, the authority would come into compliance with federal law and no longer be required to replace 7% of its lead service lines. According to the above chart, that requirement has been achieved. A status of whether this compliance has been provided to the EPA, along with a request and approval to lift replacement requirements, should be obtained.



Stormwater Violations

On **February 5, 2021**, it was announced the City of Pittsburgh and PWSA will be required to adhere to a schedule of corrective actions to address stormwater inspection and enforcement violations under a consent agreement announced by the U.S. Environmental Protection Agency.

Under the agreement, the City and PWSA are required to:

- submit an updated stormwater code for approval to the Pittsburgh City Council by July 2021;
- hire additional inspectors and enforcement staff for 2022; and
- put management partnership procedures in place by the end of January 2022.

The alleged violations included: failure to implement inspections and enforcement procedures for construction site erosion and sediment control measures, and post-construction stormwater management best management practices.

The agreement requires the City and PWSA to comply with a schedule of activities to ensure full compliance with these requirements by March 31, 2022, and to submit quarterly progress reports to the EPA. The EPA coordinated with the Pennsylvania Department of Environmental Protection in developing the settlement.

ALCOSAN was also subject to a federal-state-county consent decree that requires it to reduce sewage overflows into rivers and streams and end the illegal discharges from sanitary sewer outfalls.

Honorable Mentions

The Board

On **November 1, 2017**, the Pennsylvania Department of the Auditor General released an audit report of the PWSA. Then Auditor General DePasquale found the PWSA was in urgent need of taking immediate action to address ongoing agency issues. One highlighted concern involved addressing the structure of the Board. DePasquale suggested City influence had impaired PWSA's decision making and caused undue financial burden.

PWSA's articles of incorporation requires the City treasurer and director of finance to be permanent members of the PWSA Board. Pittsburgh's Home Rule Charter requires the Mayor



to appoint, and the City Council to approve, a City Councilperson as well as four additional members to the PWSA Board. Accordingly, Auditor General DePasquale felt PWSA Board members were compromised by having direct or indirect ties to the City. (At the time of the Auditor General's report, four PWSA Board members were being compensated by the City.)

DePasquale recommended PWSA amend its articles of incorporation to require that PWSA Board seats be filled by individuals not compensated by the City. "Either PWSA should be a separate independent authority and operate as such, or the City should operate the water and sewage system as part of the City's functions," DePasquale said. "Arguments can be made for either scenario, but there is no decent argument for keeping the dysfunctional current structure."

Shift of Control

On **Dec. 21, 2017**, Governor Wolf signed Act 65 of 2017 into law. The statute amended the Pennsylvania Public Utility Code to give the PUC regulatory jurisdiction over the PWSA with regard to the provision of utility water, wastewater, and storm water service. The law also established regulatory deadlines for the PWSA, and went into effect immediately upon the Governor signing the legislation. PWSA became subject to commission jurisdiction on Sunday, April 1, 2018.

On **March 2021**, the City Council approved and PWSA welcomed three new additions to the Board of Directors. These new members included new Board Chair, Alex G. Sciulli, and Board members, Peg McCormick Barron and Mark Anthony Thomas.

PWSA & Veolia North America

PWSA sued Veolia North America (Veolia) in 2016, alleging the company mismanaged the authority for three years and was responsible for a botched rollout of automated water meters, inaccurate water bills, and a 14-month change in chemicals for corrosion and lead control that violated PWSA's operating permit from the state. The lawsuit sought up to \$12.5 million in damages.

Boston-based Veolia countersued PWSA in 2017, saying the authority's "reckless and false statements" were defamatory. Veolia claimed PWSA management was responsible for



erroneous billing and purchasing new water meters. It said PWSA staff switched corrosion chemicals without its knowledge. Veolia sought \$4.4 million in unpaid fees and interest. The City blamed Veolia, while Veolia said they had nothing to do with the change.

Neither side admitted wrongdoing under the settlement, and both sides agreed that a variety of factors, including aging water pipes, contributed to rising lead levels in Pittsburgh's water. In addition, there was a history of hiring people because of their political connections, not because of their knowledge, experience, or skills. The practice of political hiring was believed to be common in the organization.