



Recommendations for an Equity, Justice and Inclusion Agenda for Pittsburgh

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UrbanKind
I N S T I T U T E

Recommendations for an Equity, Justice, and Inclusion Agenda for Pittsburgh

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Authors' Note and Disclaimer

The UrbanKind Institute is a research driven think and do tank dedicated to promoting practices, policies, and programs that are kind to urban people and environments.

This report was prepared at the request of Neighborhood Allies with generous support from the Heinz Endowments and the POISE Foundation. Opinions or points of view expressed herein represent a consensus of the authors. All opinions expressed here are presented for informational purposes and to expand the space for conversations around equity, justice, and inclusion in the Pittsburgh region. Opinions and recommendations do not necessarily represent or constitute approval, adoption or endorsement by the Neighborhood Allies, the Heinz Endowments, or the POISE Foundation. Quotes from individuals used in this report are from conversations or interviews with the individuals. The organizations are only listed for identification purposes. The quotes do not necessarily reflect the position, approval or endorsement by the respective organizations.

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More than 125 participants, representing more than 90 organizations contributed to the content of this report by either participating in one of our roundtable discussions, workshops, interviews, or questionnaires. Still, we at the UrbanKind Institute take full responsibility for any errors in the analysis, summary, recommendations, and conclusions.

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Preamble

In early 2016, Neighborhood Allies invited the UrbanKind Institute to develop recommendations for a policy agenda that would make the Pittsburgh region more just, equitable, and inclusive. This request coincided with several related efforts in the city including PolicyLink's work to create a Pittsburgh specific definition of equitable development, plans for Sustainable Pittsburgh to host a second p4 (People, Place, Planet, and Performance) Summit, the Heinz Endowments' engagement with Toni Griffin's Just City model and its applicability to Pittsburgh's context. The UrbanKind Institute team connected with these efforts to allow them to inform our work as we sought to prepare a comprehensive list of recommendations.

We are pleased to present, *Recommendations for an Equity, Justice, and Inclusionary Agenda for Pittsburgh*, containing our findings, analysis, and recommendations from more than eight months of group discussions, one-on-one interviews, surveys, and informal conversations with more than 125 participants, representing 90 organizations including elected officials from the city, county, and state, practitioners including representatives from the mayor's office, and heads of various city departments and authorities, and a range of community organizations and local leaders. Each interview, group discussion, or panel provided innovative practices and suggestions for policies, still, only a fraction of them are included in this report. The challenge for any recommendation is identifying measurable indicators and metrics that are specific enough to quantify.

Our primary audiences are policy and decision-makers in the Pittsburgh area's government chambers, school boards, business corridors, philanthropic boards and offices and the leaders and practitioners in human services organizations. It's a call for regional leadership to adopt, own and implement an agenda for equity,

justice, and inclusion in our region. The case for equity, justice, and inclusion is well made by other publications (Benner & Pastor, 2015; Treuhaft, Glover-Blackwell, & Pastor, 2011). Equity is not only socially and politically expedient, but an economic imperative. Thriving cities across the country have made progress in recent decades to be deliberate about justice, equity, and inclusion as public policy and as the way of doing business. Thusly, an equity agenda for the Pittsburgh region may finally help to eliminate a few dubious distinctions that limit the potential for businesses that may consider locating here, including Pittsburgh as the only major metropolitan area that has lost population over four consecutive censuses and as the least diverse population of any major metro (US Census), and the city that offers the fewest opportunities for African-Americans (Kotkin, 2015).

It is past time to do things differently. This is a journey that if we begin now, will require the next generation to sustain. Do we have programs to develop youth economic opportunities that are significant enough to stabilize young people and bind them to positive and supportive communities so they remain here to fight? How do we establish 30-year goals for equity? What are the 20, 10, 5, 3-year benchmarks? Will philanthropy, including corporate donors, step up to make fund long-term investments efforts? Will we get better at organizing and building coalitions? The fight for/against the formation of the Pittsburgh Land Bank was the first time in decades that Pittsburghers from across the city rallied and demonstrated their collective power. How do we incite and sustain similar energy and engagement levels so that we can organize around an equity agenda that is inclusive and offers justice to all who call Pittsburgh, "home?" A comprehensive equity agenda is a good starting point to answer all of these questions.

Equity Summit 2015: All in for inclusion, justice, and prosperity

In October of 2015, more than 40 Pittsburghers attended PolicyLink's Equity Summit 2015: All in for inclusion, justice, and prosperity in Los Angeles (Appendix A). Karen Abrams of the Urban Redevelopment Authority of Pittsburgh spearheaded the effort with support from Shad Henderson of Neighborhood Allies and Karris Jackson of the POISE Foundation. Ms. Abrams recognized that if Pittsburgh was going to live up to its potential and be a most livable city for all of its residents, we needed to expand the conversation and get more people involved in using the language of equity, justice and inclusion. The members of the delegation came from community-based organizations, philanthropy, the mayor's office, city council and various city government departments.

Upon returning, many of the attendees wanted to keep the conversation going to get the Pittsburgh region to adopt an equity agenda. Using PolicyLink's list of policy goals for cities that commit to being "all-in"

Everyone deserves the opportunities to provide for their families and loved ones.

Victoria Snyder, Robert Morris University

Director Multicultural Student Services

for equity and justice, the UrbanKind Institute engaged a broad range of stakeholders in the region to consider the challenges and opportunities for the region and to prepare a list of recommendations for an action agenda for equity, justice, and inclusion. This report is the culmination of that process that formally began 10 months ago.

Data Collection

To prepare the list of recommendations, we employed a multi-level engagement model rooted in the principles of human centered-design. We engaged with broad cross-section of neighborhood development practitioners to identify recommendations for policies, programs, and practices that would work in Pittsburgh. Engagement and data collection included large and small group discussions, informal and key-informant interviews, a series of roundtable broadcast discussions, and a scan of best practices and recommendations from other cities.

Our effort began by engaging members of the Pittsburgh delegation to the PolicyLink Summit (the delegation). These frontline practitioners work on some aspect of equity, justice, and inclusion in their daily jobs. This group formed the core of our investigation. In December of 2015, we convened a meeting of the delegates, to debrief and reflect on their experience. Twenty-seven of the forty-one members of the delegation participated in this session. The goal of the debriefing was to take an inventory of the existing components of an equity policy agenda for Pittsburgh by

considering equity as a process rather than an end goal.

Fourteen key-informants were identified and selected based on their central role in an area of community development, policy development, or social services and interviewed as one-on-one or two-on-two sessions. Additionally, we interviewed and surveyed participants during various engagements during our work with PolicyLink and Neighborhood Allies to develop a Pittsburgh specific definition of *equitable development*. This included six small group discussions and a large group at the Kingsley Center in April 2016, where we collected 25 written surveys.

Finally, we hosted a series of eight roundtable discussions with each session dedicated to one of the eight recommended areas of policy goals from PolicyLink. We live broadcast these sessions. They are available on our website, and hosted on YouTube. To date they have an average of 80 views.

We converted all data, from each source to text and subjected the text to a multilayered content analysis. Initially we scoured the text to perform a manifest content analysis to identify common themes. Next, we subjected the themes to a latent content analysis for nuance and meaning. A manifest content analysis is simply a scan to identify frequently used words. Once we created the list of high-frequency words, we

grouped words with similar meanings into themes, for example, each of the words “jobs,” “careers,” “employment,” and “workforce” appeared frequently throughout the texts, as identified through the manifest content analysis. We grouped them under the theme of “workforce.” Then using a latent content analysis for the theme, we were able to interpret the various underlying meaning of how participants used terms associated with the themes. This process allowed us to focus our recommendations more specifically on the targeted problems as identified in the text. For example, we learned that our workforce challenges include disconnections between family-sustainable jobs that are available and local training and preparation. The latent content analysis was useful in showing the relationship, interplay, and overlap between themes. For example, when considering workforce and access, there are multiple challenges associated with access to training; including transportation access (via unreliable or poorly connected public transportation, suspended driver’s licenses, or high costs), financial access (cannot afford classes) access to social capital (did not know people that could inform or connect to opportunity), access to lawyers who could remove legal barriers, etc..

The analysis of the data collected provided plenty of grist to develop the extensive list of recommendations.

Findings: Themes and Challenges

What is in the text?

There is a deep sense among participants that this is an uphill battle with long odds and limited resources. Pittsburgh’s African-American and much smaller Hispanic, Latino and recent refugee populations have insufficient vested political, social, cultural, or

economic capital to affect an equity agenda. The fight requires these populations to identify allies with connections who view equity as both process and goal. The participants in this study recognized that the fight for justice and equity is a long-term

commitment. However, a long-term battle does not favor African-Americans. Young African-American pre-professionals (those with new college degrees) represent the demographic that is most likely to leave Pittsburgh. Young African-Americans without degrees are most likely to be disconnected from the economy and politics than any other group. These two populations need to be engaged in the long-term strategy to sustain a movement for equity, justice, and inclusion in Pittsburgh.

Although young African-Americans are a vital demographic to include in the long-term strategy, the commitment starts with bold political and economic leadership that is willing to have uncomfortable conversations in a city that is not used to having tough conversations. The current Mayor, Bill Peduto has joined County Executive, Rich Fitzgerald to open the door for a conversation. Mr. Peduto frequently touts that this is the first time that we have seen a mayor and a county exec in political alignment with a complimentary vision. The message is that we should expect a lot from them now because they are not in opposition. Still, it remains to be seen whether the duo has the political fortitude or comprehensive vision to embrace and champion an agenda for equity, justice, and inclusion. Both gentlemen lent their support and endorsement to the first P4 conference in

Theme 1: Communication

Communication and how, who, why, when, and what should we talk about equity, justice, and inclusion was the dominant theme. It persisted, in some variation across

2015. While they were not responsible for the content, critics of that conference described the original P4 vision as a greenwashing of more bad development and investment. The vision invited investments to attract a new demographic (which is needed for growth) but offered nothing transformative to challenge the practices and policies that created the inequity, injustice, and exclusion that led to the deterioration of so many African-American communities.

So, aside from leadership, what will it take to get Pittsburgh to commit to the implementation of an equity and justice

“Poverty should not be a life sentence that leads to lack of education, lack of healthcare, prison, or crumbling neighborhoods because of who you are or where you live.”

Chris Koch, Design Center Pittsburgh

agenda? What should be included on that agenda? We used these questions to frame the content analysis. The goal was to identify the associated themes, challenges, and opportunities. This information provided the backdrop to make specific recommendations for action. Three themes emerged and transcended all eight areas of PolicyLink’s policy goals: 1) communication (broadly), 2) action, and 3) a willingness to adopt models or practices of others. Beyond the thematic investigation, we also scoured the text to identify recognized challenges, and opportunities.

all data collection methods. It was also evident that the participants wanted to have more conversations or spaces to talk about these issues. There was a general agreement

that there is no mainstream conversation and a large portion of the city is either unwilling or at least uncomfortable in this conversation. Although most agree that a public conversation is necessary, there was little agreement about how or when that could

Who is missing from the conversation?

Many of the participants who wanted to expand the conversation are hopeful that policymakers (the mayors and borough managers, city council (as a whole), state representatives and senators), and influential entities (universities, philanthropies, local corporations, sports teams) to take the lead, or at least to join the conversation and participate sincerely. The text revealed perceptions of a leadership void. Several participants describe Mayor Peduto and County Executive Fitzgerald as supportive in small circle discussions. They then offer a critique that they have not publically announced, embraced, or advocated for an equity and justice agenda. And although Pittsburgh's City Council has recently passed some progressive legislation (e.g., ban the box, a \$15 minimum wage for city workers and contractors, and the decriminalization of marijuana possession), it is not attached to a larger agenda or discussion of equity.

Who is not talking to whom?

Many conversations about challenges in our region eventually get to our fragmented and isolated systems. The conversation about equity, justice, and inclusion is no different. Numerous references to the number of municipalities and the challenge that it presents when attempting to address problems that do not respect municipal boundaries are included in our data. Public education systems, transportation, training centers/ workforce development, crime, housing, etc. require

work. Currently, when there are conversations on the topic, it is the same people in the same rooms. The message and content is not disseminated outside of these small, and often, closed circles.

Similarly, it was common for participants to describe the little support that an equity, justice, and inclusionary policies receive from local corporations and anchor institutions. While some comment on the anchor and corporates contribution to the region's economy, others described them as missing an opportunity to put their weight and economic power behind an agenda. This business community's silence frustrated some who considered the evidence that "equity is the superior growth model" as the reason that they should be vocal. The hope of some is that the Allegheny Conference's recent publication of *Inflection Point: Supply, Demand and the Future of Work in the Pittsburgh Region*, will lure the Chamber of Commerce, local corporations, and other large employers to the conversation. *Inflection Point* concluded that the Pittsburgh region must reinvent its workforce or risk losing the competition for talent.

regional approaches and systems integration thinking. From the perspective of the participants in our study, Pittsburgh and Allegheny County do not consider regional or integrated problem solving in our planning. We continue to silo our conversations and our efforts to redress issues. There is little interaction between municipalities or even departments within a municipality.

Study participants similarly described community-based organizations (CBOs). Although many CBOs are on the frontlines

dealing with issues of injustice, inequity, and exclusion, most have little capacity to push a big agenda and rarely are they organized across neighborhood boundaries. Pittsburgh does not have a long history of organizations forming coalitions (discussed below) and this works against their shared interests. Commentators frequently faulted philanthropy for fostering an environment of

Messaging

Another sub-theme under communication relates to ways to talk about equity, justice, and inclusion. Currently, there is no common language that frames the issues related to equity, justice, and inclusion. Many Pittsburghers are working on these issues, but often in isolation or without common language, making it is easy for people to confuse and misuse terms. Common language is also necessary because opponents of equity agendas have used divisive language to stoke political fear without a substantiated counter narrative. Even equity's allies in elected offices have difficulty discussing the topic publically because they do not have the language or tools to persuade white voters to support an equity agenda.

The inability to communicate the benefits of an equity agenda to a mass audience has real consequences. The fear of political reprisal has been used as an explanation to why it may be a bad time to introduce the conversation. One expressed fear that our economic and housing “market recovery is too fragile to introduce a wildcard (equity) into the discussion.” On inclusionary zoning – “we’ll get to that once the markets take off – right now we don’t want to shake investors and developers.” Finally, “If I talk

competition between organizations. Even organizations with dissimilar missions felt that they were competing for a finite pool of funding resources and that collaboration often belittled their work if their partners more effectively promoted their individual roles rather than the work of the collaborative.

about affordable housing in my district – my constituents take that to mean that we’re going to have Black people on Section 8 moving in next door to them.”

These comments, from elected officials highlight the need for common language. A common working definition of “equity,” for example, could help to create a campaign and a philosophy that centers equity in our efforts as opposed to something that we “add-o.” as an afterthought when we make plans for development and policies. A working definition would also make it easier to educate the public on the benefits of an equity agenda. It would be easier to attract others to join the fight when it is attached to economic, social, health, and cultural prosperity.

PolicyLink’s 2016 effort with Neighborhood Allies and Urban Innovation 21 to create a definition for “equitable development” that is specific to the Pittsburgh region should provide a landmark shift in how we, as a region, think about investment and development in urban neighborhoods. PolicyLink’s team provided the groundwork – it will be up to Pittsburgh’s leadership to adopt, embrace, and champion the definition as a principle of how we want to see our city and our people grow.

Still not clear how to have the conversation

The final sub-theme was uncertainty and questions about conversations around an agenda. Where is the proper home for this conversation? Who is driving the agenda? Who should drive the agenda? How do we expand the conversation to include a broader base of support? There is recognition that philanthropy (specifically the Heinz Endowments, Pittsburgh, and the POISE Foundations) has recently begun to beat the drum but they are still not leading the march. While some believed that this is the proper role of philanthropy, just as many who did comment had a different opinion. The second group believes that philanthropy should take cues from the populations that they serve.

A small, but significant number of participants do not believe that a conversation is possible until we have a public healing conversation. We must acknowledge the historic wrongs to put today’s struggle into context. Without the conversation, it will

We must acknowledge the damage that has been done to black families in Pittsburgh. The damage must be repaired. Forced migration public housing policies must be stopped and reversed.

We cannot achieve equity in Pittsburgh without reversing the displacement of black families and without fighting white supremacy and racism; without targeting the cause of inequity and repairing the damages caused by inequity.

Carl Redwood, Hill District Consensus Group

be difficult for a broader audience to buy-in and pledge support for a broad equity agenda.

Theme 2: We’re ready for action

Action represents another large category, but with fewer subthemes. The refrain of “We have enough studies!” repeated across all forms of data collection. We have studied the problem to death. The corollary to the frustration with study fatigue is that there is rarely action attached to the studies. Some expect that the funder of a study should then be responsible for acting on the findings. Once a foundation or university releases a report, it should be followed by an RFP attached to the recommendations in the report. Others believe that is not necessary. These folks offer that the philanthropy’s contribution is informing the public and expanding the conversation. While a smaller

number present a more cynical view. The claim is that philanthropy is complicit in financing a cadre of consultants and

Pittsburgh (the city and surrounding communities) has a real opportunity to include everyone who lives here in a very bright future. It will only happen by staying ahead of market trends and making sure we adopt smart public policies to assure equitable development.

Bill Flanagan, Allegheny Conference

professional “poverty pimps.” These consultants and professionals push their work in the next “hot neighborhood,” (Right now it’s Hazelwood and Homewood’s turn, in two years it may be Beltzhoover) chasing funding opportunities with no real commitment to transforming communities. Philanthropies

and public agencies pay them to provide studies and never build capacity in communities or offer an actionable agenda for change that benefits current residents.

The call to “just do something!” or, “get involved!” resonated with many participants. This sentiment was attached to the idea that there is little help coming.

Theme 3: No need to reinvent the wheel

Tangentially connected to the “we don’t need another study” chorus was a call to look at what others are doing to make a difference and adopt models that show the most promise. There is enough good work being done in the city and around the country – let’s start moving. This was similar to the call to draw on the bevy of reports (e.g., *Bridges to Barriers*, *Inflection Point*, *State of Black Pittsburgh 2016*, *Behind the Times: The Limited Role of Minorities in the Greater Pittsburgh Workforce*) that we have already

Challenges

For decades, Pittsburgh’s leaders held a narrow vision of progress focused on a limited set of industries built on a fragmented social and economic landscape that has divided the region at every level (Pastor & Benner, 2008). This narrow vision never included opportunities for prosperity for the region’s African-American population. The uneven distribution of employment, education, and housing opportunities continues to be a wall that prevents African-Americans from connecting to the promise of Pittsburgh’s latest resurgence. Politically, socially, culturally, and economically, the African-American population in Pittsburgh is not doing well – not only in comparison to other Pittsburghers, but when compared to African-American populations in other large metros. One in every four African-American

Elected officials and business leaders offer little reason to believe they will do anything that is not consistent with history. If there is going to be change it is going to be driven from the bottom. The people can move the agenda by moving. We should identify our issue and get busy working to improve a situation.

produced and use those as guides for action. Specific references included the Race and Social Justice Initiative, Seattle’s commitment to eliminate racial disparities and achieve racial equity, Jacksonville’s 1000 in 1000 collective impact campaign to lift 1000 residents out of poverty in 1000 days, and the mayor of Albany, NY’s effort to centralize efforts to implement principles of equity, justice, and anti-racism into all aspects of government and city services.

young people in Pittsburgh is “disconnected” (young adults ages 16 to 24 is neither working nor in school) while only one in every 11 white young people is “disconnected”. This is the largest gap in youth disconnection between African American and white youth of any metro area in country (Burd-Sharps & Lewis, 2014). Data from the 2013 American Community Survey shows that African-Americans in Pittsburgh rank 48th of 50 of the country’s largest metros on a composite index of home ownership, median income, entrepreneurship (Kotkin, 2015).

History - It may seem obvious once stated, however, we frequently overlook that there is no “restore point” in Pittsburgh’s history when social, political, cultural, economic, and educational institutions and systems were just, equitable, and inclusive. In

fact, there are no precedents anywhere in the US. We are on a quest to make history.

Along that quest, we have to be thoughtful and deliberate about our plans to create change. Be thoughtful in considering that we are not likely to be able to retrofit the institutions and systems listed above to achieve the necessary societal transformation. Instead, we have to engage the many white Pittsburghers, who currently enjoy and take for granted that the region is a place of justice, equity, and inclusion, which it is for many of them. They may not be ready to embrace the changes that we are proposing. Still, we must be deliberate in pressing for change. Existing systems, unchallenged will remain the same.

There is very little diversity in Pittsburgh's population - The Pittsburgh region remains as the whitest population of any of the country's 100 largest metropolitan areas. In addition, Pittsburgh is the only metro area that has a net population loss over the last five censuses. These two facts are related. White populations are growing at a much slower rate across the country when compared to every other ethnic group. In Pittsburgh, the white population is shrinking. Meanwhile, the non-white population is growing. We now have a growing Latino, Caribbean and West African immigrant populations, and refugee populations from Southeast Asia, Southern and Eastern Africa.

Considering the outcomes and intergenerational effects of more than a century of policies, practices, and programs that have marginalized and disenfranchised the African-American populations, politically, economically, socially, culturally, and educationally, it is unlikely that folks from the newly arriving groups will be likely to adopt or implement a transformational agenda in the near future.

There is not enough of a critical mass of African-Americans and recent immigrants to build a coalition to push an agenda. These populations will require allies, but Pittsburgh has a deep history of extreme segregation and little experience or success with broad-based social movements. In addition to a lack of history, coalition-building efforts are challenged by the hyper-local focus of most CBOs. Few have sufficient resources to organize residents in their own neighborhoods, much less join citywide campaigns for equity and justice. Unfortunately, this is the type of effort required to build a broad-based, regional movement to build and promote an equity, justice, and inclusion agenda.

Coalition building is difficult in this social and political climate - When visiting Los Angeles for the Equity Summit, the breadth and depth of the drivers pushing the equity agenda in other cities impressed many from the Pittsburgh delegation. The broad spectrum of allies from the Black Lives Matter movement to affordable housing advocates and climate change scholars marched together under an equity banner from other cities but are not talking to each other in Pittsburgh's conversations. Delegates noted that the lack of diversity in Pittsburgh makes it difficult to coordinate broad coalitions of activist to push an action agenda. In other cities, diversity allows people to engage with people who are unlike them more often. Allies form. Of the cities that anchor large metros, Pittsburgh is the least diverse city in the country. Pittsburgh has the second largest percentage of white population and the least diversity among its non-white population (see table 1).

The limited diversity in Pittsburgh mutes the equity conversation and makes a public dialogue difficult. It has prevented the development of coalitions to challenge the

dominant agenda. “Black issues” are always an afterthought. The “fight” between the groups representing the Hill District and the Penguins evidences this. There were no allies to step up and join the fight. Many African-American groups from other neighborhoods were silent on the issue. The investors and the

media framed the demand for a Community Benefits Agreement as a shakedown. What is equally telling is that the Hill District’s resident saw themselves on one side and the Penguins and the City allied against them on the other side.

	Asian	Black	Hispanic	Mixed	Native American	White	Other
Atlanta	4.2%	51.5%	5.4%	1.6%	.1%	37.0%	.2%
Baltimore	2.4%	62.5%	4.6%	1.8%	.3%	28.2%	.2%
Boston	8.9%	22.0%	18.8%	2.7%	.3%	45.9%	1.4%
Charlotte	5.4%	35.2%	13.9%	2.1%	.2%	42.9%	.2%
Chicago	6.0%	31.4%	28.8%	1.5%	.1%	32.0%	.2%
Cincinnati	1.8%	41.4%	3.3%	2.8%	.2%	50.2%	.2%
Cleveland	1.4%	51.2%	10.8%	2.5%	.2%	33.8%	.1%
Dallas	3.4%	23.9%	41.3%	1.6%	.1%	29.5%	.2%
Denver	3.2%	9.4%	30.9%	2.6%	.5%	53.3%	.2%
Houston	6.3%	22.6%	43.7%	1.3%	.2%	25.8%	.1%
Indianapolis	2.4%	27.9%	10.0%	2.2%	.1%	57%	.4%
Kansas City	2.6%	27.8%	10.4%	2.6%	.3%	55.5%	.4%
Los Angeles	11.2%	8.6%	49.3%	2.1%	.1%	28.2%	.5%
New York City	13.4%	22.4%	28.9%	1.6%	.2%	32.6%	1.0%
Milwaukee	3.5%	38.6%	17.5%	2.8%	.5%	38.6%	.07%
Minneapolis	6.2%	17.9%	9.7%	5.0%	.9%	60.0%	.4%
Oklahoma City	4.1%	14.0%	19.0%	4.7%	2.5%	55.5%	.05%
Phoenix	2.9%	6.6%	41.3%	2.2%	1.7%	45.1%	.3%
Philadelphia	6.7%	41.8%	13.3%	1.7%	.1%	36.2%	.3%
Pittsburgh	4.7%	23.5%	2.7%	2.8%	.1%	65.9%	.1%
San Antonio	2.6%	6.8%	63.0%	1.1%	.1%	26.1%	.2%
Seattle	13.3%	6.9%	6.4%	5.4%	.2%	67.0%	.7%
St. Louis	2.9%	47.7%	3.7%	2.0%	.2%	43.4%	.09%
Washington DC	3.4%	48.0%	10.1%	2.5%	.1%	35.6	.2%

Table 1: racial makeup of cities that anchor large US metropolitan areas

Source: US Census 2015

The lack of diversity becomes a cyclical trap. It makes it difficult to attract people of color to Pittsburgh. When diverse people come here to work, they do not see a thriving community of people who look like them. They do not see a place where their children are likely to thrive. So, they leave.

Of course these are not the only challenges to adopting an equity, justice, and inclusion agenda that we face as a region. Additional challenges include re-engaging

practitioners and leaders who have given up or are wary of another report, collective engagements and collaboration; and incorporating young and inexperienced stakeholders into collaborative efforts. Nevertheless, the compiled list provides a starting point to base a conversation that considers PolicyLink’s recommendations more thoroughly.

Policy Link's 8 buckets

Policy Link suggests that a comprehensive justice, equity, and inclusion agenda requires goals with a deliberate focus on eight areas of policy including efforts to;

1. Grow good, accessible jobs that provide pathways to the middle class;
2. Increase the economic security and mobility of vulnerable families and workers;
3. Cultivate homegrown talent through a strong cradle-to-career pipeline;
4. Create healthy, opportunity-rich neighborhoods for all;
5. Build resilient, connected infrastructure;
6. Increase access to high quality, affordable homes and prevent displacement;
7. Expand democracy and the right to the city;
8. Ensure just policing and court systems.

We used those goals as the framework for our investigation, including the topics for our roundtable discussions, interviews, and focus group conversations.

Policy Goal 1: Grow good, accessible jobs that provide pathways to the middleclass

The so-called “American Dream” is predicated on the idea that everyone has a chance to succeed. A family from humble beginnings can work their way into the middle class in a generation. It does not matter where you begin: There are multiple pathways to the middleclass.

Quality education opportunities provide post-secondary links to college or other training, innovative thinking and access to capital provide potential success in entrepreneurship and apprenticeships in the building trades provide access to union jobs. However, all pathways are daunting for African-Americans, Latinos and many Asians in Pittsburgh. The poor system of public education, limited access to financial capital, and limited representation in building trade unions severely limits access to

good jobs that provide middle class incomes and standards of living.

To transform our economy so that

Everyone deserves the opportunities to provide for families and loved ones.

Victoria Snyder, Robert Morris University

Director Multicultural Student Services

Pittsburgh works for working people we have to commit to improving our systems of public education and job training, removing unnecessary barriers to financial capital, creating good and accessible jobs, and high labor standards. The challenge is to target economic development efforts with the greatest potential to create good “middle-skills” jobs for people with less than a four-year degree. This vision requires that city, state, education, philanthropic, trade union,

corporate, and community leadership to identify and activate every possible mechanism to improve access to high quality jobs. Too many hardworking Pittsburghers are in jobs that do not pay suitable wages for providing for a family. Recommendations for changes in our education system and financial industry are provided in later sections of this

report. This section provides recommendations for improving access to good jobs. Many of these jobs currently exist and are unfilled, many more are forecast as baby-boomers retire and as new opportunities in emerging technologies provide new openings.

1. Grow good accessible jobs that provide pathways to the middle class

Recommendation	Discussion	Metric
<i>Create and incentivize targeted local hiring initiatives</i>	<p>Although nationally, many local hiring ordinances have met with stiff legal resistance, the need for such initiatives is greater than ever. Unemployment and under-employment rates in many African-American neighborhoods are three times the regional average.</p> <p>While it may be difficult to pass a targeted local hire ordinance in Pennsylvania, the results can be achieved with a combination of workforce readiness programs, incentives, and/or tax and wage subsidies.</p>	Reduction in the African-American/Latino and white regional unemployment gap
<i>Create partnerships and secure funding to identify and recruit targeted workers</i>	<p>Contractors and public agencies in partnership with community organizations, unions, and workforce development providers have to reach, recruit, and retain new-targeted workers.</p> <p>The initiative should allocate funding for targeted outreach and recruitment and for programs that adequately equip candidates with the necessary tools and skills.</p>	Number of new recruits from targeted programs that remain in their field or industry after 5 years
<i>Expand access and union membership in the building trades</i>	<p>Combine the state and federal government’s long overdue investments in our transportation infrastructure, a minor boom in housing construction, and ALCOSAN’s pending investments in stormwater management upgrades and we are in the midst of a stream of steady work in the construction trades. While Pittsburgh has long been a union town, African-Americans are not well represented in the building trades; union jobs that pay solid family-sustainable wages. Access to some of these jobs would go a long way toward stabilizing many African-American families.</p>	Percentage of African-Americans and Latinos in building trade unions that is similar to their representation in the population

Recommendation	Discussion	Metric
<i>Invest in pre-apprenticeship programs:</i>	<p>Pre-apprenticeship programs in the construction trades are a key strategy in improving pathways to the middle class for low-income workers, women, and new immigrants.</p> <p>Developers, the state, the Three Rivers Workforce Investment Board, and philanthropy should commit funding to pre-apprenticeship programs, to promote collaboration with industry partners, and facilitate the connection to registered apprenticeship programs through preferred or direct entry agreements.</p>	The number of new or expanded pre-apprenticeship programs and improvement in the number of enrollees from targeted population
<i>Support registered apprenticeship programs:</i>	<p>Long-term support through the duration of the apprenticeship is crucial to retaining membership in the construction trade unions.</p> <p>Incentivize developers and contractors to hire from registered apprenticeship programs. It is equally important to continue support for contractors who retain and develop second-through fifth-year apprentices to increase retention rates in the unions. Too often in Pittsburgh, we see local hires with limited experience who serve as flag holders and direct traffic around construction sites. When the job is over and layoffs occur, the local hires are not retained, partially because they have the least experience, and partly because the next job wants new local hires from their neighborhood.</p>	Active and vetted union members from targeted populations
<i>Raise the minimum wage.</i>	A living wage, simply the income required to meet a family’s basic needs, enables families to maintain a household, while achieving food security and financial independence. When coupled with lowered expenses, perhaps through subsidized childcare and housing, a living wage could free resources for asset building (savings, investments, etc.) and long-term financial security.	In the Pittsburgh metro, the current estimate for living wage for a single adult is \$9.67, but for a single adult with one child, \$20.62 is required to meet basic needs (Massachusetts Institute of Technology, 2016).

Policy Goal 2: Increase the economic security and mobility of vulnerable families and workers

We can measure justice, equity, and inclusion by using metrics that consider the economic security and mobility of a population. Measures of economic security and mobility go hand-in-hand in establishing the baseline

for population’s status in a society. Economic security – having sufficient income or other financial resources to support a standard of living now, prepare for unforeseen setbacks, and to plan for a secure future—is critical to

the health and well-being of families, neighborhoods, and local economies (Treuhalft, 2015). Residents in thriving Pittsburgh neighborhoods have sufficient incomes to buy goods and services from local businesses, and invest in their homes and neighborhoods. However, such security eludes too many families in Pittsburgh's East End, the Hill District, the Northside, the South Hilltop, Wilksburg, and other low-income neighborhoods where many working people disproportionately live in or near poverty. Rising costs of living, predatory capitalist enterprises (check cashing and payday lenders, furniture rental companies, public storage facilities, and others), and reductions to funding for the public safety net put the pinch on many of these families.

Strategies that create jobs that pay a living wage, revitalize neighborhoods and the

city are likely to have the greatest immediate impact. In addition to state and federal investments to rebuild infrastructure, local investments can serve the dual purpose of

“Expanding the definition of development in specific ways that moves beyond the transaction (economic experience) to include the transformation (human experience) is critical to moving the conversation about ‘equitable’ development forward.”

Malik A. Bankston, Kinaslev Association

localized improvements and providing family-sustainable wages. Programs, that return workers with “employment barriers” to the workforce – while revitalizing neighborhoods and rebuilding city assets, have the potential to empower families and their neighborhoods. Possible projects include providing environmentally friendly storm and wastewater management, renewable energy sources and renovate substandard and abandoned houses.

2. Increase the economic security and mobility of vulnerable families and workers

Recommendation	Discussion	Metrics
<i>Commit to childcare assistance for all low-income parents with young children</i>	<p>The significant long-term benefits of high quality early childhood education is one of the greatest equalizer of inequity and economic disparities in the US.</p> <p>Children who participate in high quality early childhood education programs are more likely to read at or above grade level by third grade, graduate from high school, own homes, and are less likely to require special education, repeat grades, or serve time in jail, even when controlling for race and income (Schweinhart, et al., 2005; Abecedarian Project, 2015).</p>	<p>Number of kids enrolled in high-quality (as defined by the state’s Star system) by age three</p> <p>Number of kids from targeted areas reading at or above grade level by the end of third grade</p>
<i>Support families through dual-generational strategies</i>	<p>Strategies for improving the economic security of families must provide support and development opportunities for children, and adults. Families with children have accompanying child-care costs, homework, illnesses, making it more difficult for those charged with childcare to go back to school and to work in jobs that do not provide the flexibility of tending to a family.</p>	<p>Number of families from targeted populations receiving integrated dual-generation services with a single case manager for the family.</p>

Recommendation	Discussion	Metrics
	<p>The challenge is that effective dual-generational program must integrate a range of service agencies, community based organizations, and funding streams to provide childcare, parenting classes, educational tutoring, academic counseling, career training, financial education, and quality out-of-school-time programming. This requires a coordinated effort – someone has to manage the players, success measurements, quality, and connectedness of services.</p>	
<i>Invest in asset building strategies</i>	<p>Undoing centuries of unchallenged discrimination by helping highly vulnerable low-income families build assets and secure better jobs that pay more is a tall challenge. Still the evidence strongly suggests that the value of even modest assets in helping families achieve more stability (Golden, Loprest, & Mills, 2012).</p> <p>Laws and policies have barred African-Americans and Latinos from participating in government asset-building programs that benefit white Americans for centuries (Robles, Leondar-Wright, Brewer, & Adamson, 2006). Families with few assets rarely climb out of poverty. For maximum impact, philanthropy should incorporate asset-building programs into grant making strategies that allow low-income residents in the Pittsburgh region to save for home ownership, higher education, retirement, or entrepreneurial investments. The Kresge and the Annie E. Casey Foundation have funded much research that provides plenty of evidence that assets (financial, human, and physical capitals) including homes, savings accounts, education, job skills, and health care provide individuals and families with economic security, upward mobility, and opportunities for growth (Kresge, 2013; Annie E. Casey Foundation, 2016).</p>	<p>Increased numbers of education and children’s saving accounts from targeted populations</p> <p>Increases in numbers of families in targeted area with other savings plans or accounts that are tied to a specific asset building target (home ownership, business investment, etc.)</p>
<i>Workforce development and asset building - A one-two punch</i>	<p>Pairing effective workforce development and asset development interventions can play complementary roles for the most vulnerable families. Developing human capital through workforce development increases the potential for long-term stability through employment, while asset development provides economic security and resiliency (Golden, Loprest, & Mills, 2012).</p>	<p>Number of participants in programs that incentivize asset building while engaging in workforce development</p>

Policy Goal 3: Cultivate homegrown talent through a strong cradle-to-career pipeline

The catchphrase “cradle-to-career” has emerged as the latest broad-based idea to champion innovation in how we prepare young people for future success by prioritizing learning and skill development from early childhood through well beyond high school. The pace of innovation in the workplace, changes in local, national, and worldwide demand for products and services, and competitive market forces make it more important than ever before for workers to have adaptable and transferable skills. Currently, our region is not producing enough workers with the skillsets that the current and future job market demands (Allegheny Conference on Community Development, 2016). Our challenge is to prepare young people to work in many industries that currently do not exist. The demand for innovative, tech-literate, problem-solvers will continue to skyrocket.

Our goal should be to prepare every child from early childhood to adult. It cannot be solely the school’s responsibility to prepare residents for family sustainable careers. Everything about our society has changed in the past 100 years except the way that we think that we can or should deliver education. This requires a radical rethink of how we deliver education. We frequently think of public schools as the primary setting for preparing young people for careers and adult roles and responsibilities. Yet schools play only a portion of a young person’s life. There are myriad factors that affect a young person’s readiness for college, work, and life. Thus, we must engage a broad range of stakeholders to assume responsibility for

successful child and youth outcomes. Engage all of the various pieces to the systems in which young people interact.

The various systems in which our young people engage are disconnected. There is little continuity between in and after

“There are many families who lack affordable housing, transportation, and other resources – all of which affect health. For instance, if a person has a chronic health condition and is treated by the emergency room or their PCP, but does not have a stable place to live, they are much less likely to be able to manage their health condition on a long-term basis. Unfortunately, people of color and low-income families are more susceptible to this issue.”

Anonymous survey respondent

school programs. The range in quality of pre-k experiences disfavors low-income families who require the most from their pre-k experience, but receive the least. The formal education systems do little to prepare African-American and low-income youth for job opportunities in careers that will be available in the region when they graduate.

Pittsburgh’s economy requires a skilled workforce. Regional analysis estimate that over the next decade, 8,000 new jobs per-year, with family sustainable salaries, will go unfilled because the local education and workforce development infrastructure is not preparing residents for jobs that will be available in the future (Allegheny Conference on Community Development, 2016). To prepare young people to take advantage of employment opportunities when they reach adulthood we must increase the flow of opportunities for educational enrichment and skills development supports from birth through adulthood. High quality out of school time and enrichment programs can close the educational gap when young people attend regularly throughout the various stages from

birth to adulthood. Strategies must ensure ongoing access to and participation in high

quality services and learning environments across the developmental years.

3. Cultivate homegrown talent through a strong cradle-to-career pipeline.

Recommendation	Discussion	Metrics
<i>Establish a regional vision and goals for our education, training, and out of school time systems</i>	It is crucial to a vision that aligns to a regional agenda. The vision must include connecting early childhood, public school options, and afterschool and out of school time providers to workforce development opportunities and pathways.	Development of a regional education agenda with specific roles and goals, and responsibilities for all stakeholders
<i>Provide workshops and continuing education credits for teachers to improve capacity to deliver STEM curriculum</i>	Teachers need opportunities to connect to regular training to keep up-to-date with constant changes in technology and teaching innovations.	Number of teachers who serve targeted populations earning CE credits in STEM curriculum
<i>Support dual enrollment and academic credit courses for programs that provide middle and high school students with out of school learning experiences.</i>	Dual enrollment programs allow students to earn college credits while still in high school. In addition to introducing young people to academically rigorous college coursework, students who participate are far more likely to graduate from college than those who do not take advantage of the opportunity (Cassidy, Keating, & Young, 2010).	Number of opportunities and number of targeted youth in dual enrollment programs
<i>Provide specialized knowledge and skills for success in STEM careers to students (internships, work-based learning, and real-world applications).</i>	Internships, integrated project-based-learning, and other experiences that allow young people to connect what they are learning to what they are doing has multiplier effects in reinforcing the importance of learning and serves as a crucial link between academic achievement and future economic success.	Number of students participating in registered or approved STEM opportunities.

Policy Goal 4: Create healthy, opportunity-rich neighborhoods for all

Your childhood space or the neighborhood where you grow up is a strong predictor of life outcomes. Adult health, education level, and economic attainment can all be predicted by the neighborhood where you grow up. Neighborhoods with good schools, safe places to play, mobility, and access to culturally appropriate foods, clean air, and water dramatically increase your chances of living a long, healthy, secure life. For many of Pittsburghers African-American, Asian, and Latino residents, these amenities are just not available. They live and play in neighborhoods bereft of opportunity.

Strategies must improve mobility and access within, to, and from neighborhoods. Healthy neighborhoods require access to amenities and assets, including playspaces, shopping, libraries, social activities, and schools. In Pittsburgh’s

most disinvested neighborhoods, many sidewalks are impassable. The pavement is crumbled and overgrown with foliage or imp buried under collapsed retaining walls. In addition to improving access and mobility in neighborhoods, an effort to increase options for walking, biking, and transit to home, work, and services, could also serve as a workforce

Expanding “access to opportunity and the ability to control and own ‘ones’ own economy is at the foundation of addressing systematic poverty and social economic disparities.

The lack of ownership, particularly in poor communities of color is the common denominator. To create more ownership there needs to be an increase in critical thinking in these communities. But for many in “survival” mode it needs to be about creating ‘Breathing room’ so people have the space to make better decisions and plan ahead, which would lead to ownership of homes and businesses.”

Justin Strang, 7th Movement Development, LLC

development tool. Programs, like those described in goal 2 that provide subsidized wages for workers with employment barriers, could use these as training and employment opportunities.

4. Create healthy, opportunity-rich neighborhoods for all

Recommendation	Purpose	Metrics
<i>Positions schools as spaces and places of rich community activity</i>	Rethink the potential of a public school to become a community resource that serves families throughout their life cycle. Public schools can become community hubs with joint ventures between schools and other services (family resource centers, childcare, recreational, & libraries, and municipal services) and bring valuable services closer to those who use them leading to improved student learning, stronger families, and healthier communities.	

Policy Goal 5: Build resilient and connected infrastructure

Infrastructure—the built environment, including streets, bridges, tunnels, light and heavy rail, sewer, parks, schools, stormwater management systems, etc., connects Pittsburghers to each other and to the global economy. For the first time in decades,

Pennsylvania is investing heavily in bridge and road infrastructure.

Allegheny County is under a federal consent decree to invest billions of dollars into their system to achieve compliance with the Clean Water Act during wet weather events.

In addition to upgrading the infrastructure, if we have the political will to

structure contracts to benefit low-income residents, this presents the opportunity to provide increased access to jobs that pay a family sustainable wage. We also have the

There is an increasing divide within the American class system and as a result, affordability is an increasingly important topic. With fewer people falling into the traditional middle class more people struggle to save money and support their families on one or two salaries. Equitable development guarantees inclusive building strategies both economically and socially. I believe that everyone’s voices should be heard and there should be equal representation for all, despite your skin color economic status or your ethnic origins.

Kathryn Schlesinger, Policy Coordinator, Pittsburgh Community Reinvestment Group

opportunity to reverse the trend of closing schools and disinvesting in parks and playgrounds in neighborhoods that serve low-income residents.

5. Build resilient, connected infrastructure

Recommendation	Purpose	Metrics
<i>Establish mechanisms for increased interaction between public utilities, and authorities in planning and design</i>	All policies and projects have externalities. The unconnected array of systems increases the chances of good ideas becoming bad decisions. For example, it may make financial sense for the school district to close a school with low attendance or high maintenance costs. However, if that decision does not take into account family access to transportation networks and resources or neighborhood rivalries, then the decision to close the school may end up adding additional costs to the system of educating young people.	A mechanism for a full review multi-sector review of proposals over an established threshold, including a public participation.
<i>Align investments in infrastructure to equity and workforce development goals</i>	Public projects and investments should benefit all of the city’s residents. The city, county, and state have an obligation to use their investments in projects as leverage to get contractors to conform to equitable development standards.	A public benefit review that includes workforce and local employment targets for all projects receiving public funding or subsidies

Require Human Impact Assessments

Human Impact Assessments (HIA) is a practical tool that combines data, research, and stakeholder input to determine a policy or project’s anticipated effects on human systems, including transportation systems, public health, affordable housing, culture, etc. If the likely effects are unacceptable, design measures or other relevant mitigation measures are to reduce or avoid those effects.

Independent Human Impact Assessments for all proposals for legislation, projects, and development

Policy Goal 6: Increase access to high quality, affordable homes and prevent displacement

Affordable homes are the cornerstone of the American dream and are the foundation upon which we can build an equitable development agenda that prevents displacement. The housing affordability conversation must include costs beyond rent or mortgage costs. Key to this discussion is the costs of access to services, jobs, educations, social and cultural amenities, and recreation/play spaces. Many former city residents who have relocated to the suburbs are experiencing financial hardships to meet other needs that were not initially included in their original decision to relocate away from the many benefits to living in the city and closer to schools, parks, hospitals, grocery stores, and transportation networks.

In Pittsburgh, we must understand the housing market, identify specific needs, and create a plan to meet those needs, via policy,

public funding, partnerships, or other available tools. In some ways, Pittsburgh’s housing market is still recovering from the City’s earlier economic downturn. As a result, Pittsburgh is still in a place where affordable housing policy has a chance to really work. Pittsburgh is an increasingly desirable place to be, so there is a real need to make sure that

“It’s important to ensure we build or rebuild the city to the ideals of the people who have seen Pittsburgh in both good and bad weather, those who are the heart and soul of Pittsburgh. We need to redevelop with the voices and buy-in of the communities and we need to focus on the inclusion of all of our neighborhoods. We have seen the effects of gentrification in San Francisco, NY and countless other cities and should learn not to repeat those mistakes. Pittsburgh is attractive as a livable city because it is accessible, affordable, unique and resilient. We need to ensure that those assets are maintained and extended to all of our neighbors as the city grows. It’s also imperative that we can celebrate and be proud of our history, culture and diversity.”

Rebecca Kiernan, Senior Resilience Coordinator, City of Pittsburgh

current and future development benefits the community, and that as the market heats up, affordability is preserved.

6: Increase access to high quality, affordable homes and prevent displacement.

Recommendation	Purpose
<i>Adopt build first legislation</i>	Require developers to build new homes near existing social and cultural networks to make it possible for residents to make a single move into their new home. Moving is always stressful. This is particularly true when families are forced out of a property slated for redevelopment. Keeping residents connected to their support networks helps to ease the transition.
<i>The city should be proactive in adopting legislation and policies to protect seniors and low-income families from gentrifying pressures and rapid property increases.</i>	<p>Allow low and moderate-income seniors and families to remain in the homes for as long as they choose by identifying strategies to keep them in their homes.</p> <p>Aggressively market the Homestead Tax Exemption to seniors and homeowners in developing neighborhoods.</p> <p>Raise a fund to establish an existing senior home repair program and/or increase support for rebuilding together.</p> <p>Prohibit large-scale luxury development in low-income neighborhoods. This is the single biggest contributor to displacement.</p> <p>Create a community-stabilization housing voucher for longtime residents in communities threatened by gentrification. This voucher could supplement the regular rent payment but help a family avoid the detrimental social and economic effects associated with displacement.</p> <p>Set a limit or freeze property tax increases on longtime residents.</p>
<i>Fund the \$10 million Pittsburgh Housing Trust Fund</i>	The Housing Trust Fund will be a critical tool to help Pittsburgh reach its affordable housing goals. A balanced housing market, including low-priced and market rental and options for moderate-income residents to identify a pathway to home ownership is a requirement for a livable city.
<i>Adopt inclusionary zoning legislation</i>	Adopt some form of inclusionary zoning that promotes mixed-use and affordable residential unit development, including legislation that allows developers to contribute to the Pittsburgh Housing Trust Fund in-lieu of building affordable housing units.

Policy Goal 7: Expand democracy and the right to the city

The cities most vulnerable residents including senior citizens, children, non-English speakers, refugees, military veterans, recovering addicts, recent immigrants, homeless people and low-income families are also in the most need of government and social services. Meanwhile, these are the same populations that have the least access and voice in how public funding is allocated and services are delivered. The knowledge of the lived experience of vulnerable populations is rarely included in planning and decision-making. Vulnerable populations are often seen by developers of “community

development” projects as expendable and in the way of progress.

Every effort should be made to empower these populations by connecting them to services, providing the security and stability of belonging to the city and including

“... community members have voices and are entitled to participate in the process. They know their communities best and they have a right to access safe and affordable housing, public transit, increased wages, and culturally appropriate and family oriented activities within their home spaces/places.”

Rebecca (Becky) Johnson, Northern Area Multi-Service Center

them as full partners in decisions about their neighborhood.

Expand democracy and the right to the city.

<i>Recommendation</i>	<i>Purpose</i>	<i>Metrics</i>
<i>Engage and empower residents as decision makers in issues affecting their neighborhoods.</i>	Engaged and empowered residents organize to demand greater attention, investment, and resources from city government and developers, ensuring strong and vibrant neighborhoods.	The number of additional residents from marginalized groups who participate in community processes
<i>Expand the idea for Pittsburgh’s plan to develop a municipal ID card to include the entire county so that residents are able to connect to regional amenities (libraries, emergency rooms, public schools)</i>	A well designed municipal identification card can provide an accessible identity resource, while delivering customized benefits to all Pittsburghers. The ID as a tool that can connect residents, including marginalized populations, seniors, children, youth, and families, and re-acclimating veterans with critical services and to increased access to public services, spaces, and cultural institutions.	An ID for all city residents

Policy Goal 8: Ensure just policing and court systems

Tensions between police and African-American and Latino communities have never been higher. The Pittsburgh’s fragmented governments and the multiple layers of justice and the contemporary social and political climate make this one of the most challenging of all the areas of this paper. The recent murder of Bruce Kelley Jr. by Port Authority Police officers in Wilkinsburg, the frequent complaints from the Latino and Bhutanese population about the Mt. Oliver Police and their hyper-aggressive interrogations and illegal stop-and-frisk tactics highlight the need for a regional approach to mending community police relations.

Although police are often the entry point to the criminal justice system, they represent one segment of a complicated mix of federal, state,

and local courts, prosecutors, probation officers, and legislators. Overlay the complex system on the constraints of a political environment where no politician can afford to be seen as “soft” on crime. Voters’ attitudes and beliefs on race, crime, drugs, and mental illness make reform unlikely in the short term. Meanwhile, incidents

There is a great fear in the neighborhoods that when the police are called, and they do come, the situation is escalated, rather than de-escalated. When there is violence and the police come there is likely to be more violence. So, people don’t want to call the police.

Eva Simms, PhD, Professor of Psychology, Duquesne University

of police brutality anywhere in the country serve as constant reminders of all too regular local incidents. Police relations with African-American and Latino communities are at an all-time low across the country.

8. Ensure just policing and court systems.

Recommendation	Purpose
<i>Launch a series of public healing conversations</i>	The long list of non-charges or acquittals of police officers who kill African-American men, the tactic of policing by domination of black communities, and the public perception that police view all African-Americans and Hispanics as suspects demonstrate that police departments across the region and the African-American community have always had tense relationships. The potential for improvement in the relationship is not likely until police make a deliberate and genuine effort to engage the community as partners. Recent events make this, simultaneously more difficult and more necessary. On the one hand – most people acknowledge that police could better serve communities if more officers lived in or came from the neighborhoods in which they serve. On the other hand - the people who live in those neighborhoods feel like they would be betraying their communities by joining “the other side.”
<i>Use special prosecutors in police misconduct investigations</i>	A special prosecutor, independent of local government control and external to local jurisdictions should investigate and determine whether to file charges against police officers accused of using force against civilians. This office should have sufficient investigators and resources to allow it to maintain its independence of reliance on locally led investigations and information.

Rethink what we want out of our criminal justice system

Our criminal justice system has little direction – the disjointed layers make it impossible to establish a unified vision of justice. As a society, we want different things from the system. For the most part, we expect the criminal justice system to stop or reduce crime, which it is in weak position to do. Connecting our education systems with projected workforce demands to prepare residents for opportunities would have a far greater impact on the crime rates than any possible reform in the criminal justice system. Nevertheless, we recommend systemic changes throughout the system.

Eliminate rules that allow for the revocation of a driver’s license for non-driving offenses

In 2014, 60,000 Pennsylvanians had their licenses suspended for non-driving offenses. According to the National Highway Safety Traffic Administration, 75% of these drivers will continue to drive; people still need to get to work, or to the grocery store. If caught driving with a suspended license, the state extends the suspension and further restricts mobility.

Summary and conclusions

The recommendations presented here represent a starting point to address specific challenges and barriers to an equitable, just, and inclusive region. Some of them simply recommend addressing flawed policies that have had consequences that compound hardship in the lived-experience of African-Americans (e.g., losing a driver’s license for non-driving offenses). Other recommendations require long-term commitments to systemic change (e.g., redesigned education and court systems). In all cases, change begins when we decide that we are going to do things differently. Although it is a giant step to acknowledge that much of the problem is based on flawed policies, practices, and programs of the past and today, it is not enough (Simms, McDaniel, Fyffe, & Lowenstein, 2015). The next steps must include dismantling the problematic policies, undoing the practices and re-directing the programs. Still, we cannot legislate or program our way out of this.

How do we establish 30-year goals for equity? What are the 20, 10, 5, 3, year benchmarks? This is a journey that if we begin

now, we will require the next generation to sustain. Do we have programs to develop youth economic opportunities that are significant enough to stabilize young people and bind them to positive and supportive communities so they remain here to fight? Will the foundations step up and fund the long-term efforts necessary? Will we get better at organizing and building coalitions? The fight for/against a land back was the first time in decades that Pittsburghers have even considered their collective power. How do we organize around a just and equity agenda?

If we are going to be a just, equitable, and inclusive region that supports existing residents, welcomes newcomers and treats those who have less financial and political capital with dignity and respect, then we must have a public campaign including a series of conversations to define and disseminate what that means and how we get there. Although these will be tough conversations, initially, they are likely to lead to results because the numbers (economics, politics, and demographics) are on our side, although time may not be.

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Appendix A

The Friday Forum Schedule and attendee list

March 17 – Whose City is it?

How do we increase the economic security and mobility of vulnerable families and workers?

Talia Piazza

Gordon Hodnett, Board Member, Beltzhoover Neighborhood Council

Betty Cruz, Deputy Chief, Office of Mayor William Peduto

Ilyssa Manspeizer, Executive Director, Landforce

Tara Sherry-Torres, Founder and Creative Director, Cafe Con Leche

Richard Butler, Executive Director, South West Pittsburgh Community Development Corporation

April 1 - Supporting the most vulnerable

How do we increase the economic security and mobility of vulnerable families and workers?

Greg Jones, Executive Director, Economic Development South

Ken Regal, Executive Director, Just Harvest

Robert Ware, 4H Extension Educator, Penn State Extension

La'Tasha Mayes, Executive Director, New Voices for Reproductive Justice

April 15 – Police & Community Relations

How do we ensure just policing and court systems?

Eva Simms, Professor of Psychology, Duquesne University

Tim Stevens, President, the Black Political Empowerment Project

Larry Sciroto, Commander, Major Crimes Division, Pittsburgh Police

Brandi Fisher, President, Alliance for Police Accountability

May 6 - Aligning Our Education System with Local Opportunities

How do we cultivate homegrown talent through a strong cradle-to-career pipeline?

Leigh Halverson, Strategic Project Advisor to the President, The Heinz Endowments

Shad Henderson, Program Manager, Neighborhood Allies

Juan Garrett, Executive Director, Riverside Center for Innovation

Letrell Crittenden, Assistant Professor of Communications, Robert Morris University

Dara Ware-Allen, Assistant Superintendent, Student Support Services, Pittsburgh Public Schools

Jeffrey Thomas, Dean of Academic Affairs, Community College of Allegheny County

May 20 – Making it Sustainable, Affordable and Accessible

How do we build resilient and connected infrastructure?

Mark Bibro, Executive Director, Birmingham Foundation

Robert Rubinstein, Acting Executive Director, Urban Redevelopment Authority of Pittsburgh

Chris Sandvig, Regional Policy Director, Pittsburgh Community Reinvestment Group

Susan Rademacher, Parks Curator, Pittsburgh Parks Conservancy

Fred Brown, President and CEO, The Homewood Children's Village

Natalia Rudiak, Councilwoman, Pittsburgh City Council District 4

June 3 – Better Housing Options

How do we increase access to high quality, affordable homes and prevent displacement?

Henry Pyatt, Small Business and Redevelopment Manager, Bureau of Neighborhood Empowerment

Melanie Harrington, CEO, Vibrant Pittsburgh

~~Michael Yonas~~

Molly Nichols, Director, Pittsburghers for Public Transit

Renee Robinson, Action Housing

June 17 – My Neighborhood is a Community

How do we create healthy, opportunity-rich neighborhoods for all?

~~Majestic Lane~~

Kyra Straussman, Director of Real Estate, Urban Redevelopment Authority of Pittsburgh

Stephanie Boddie, Research Associate, Carnegie Mellon University

Dawn Plummer, Director, Pittsburgh Food Policy Council

Presley Gillespie, President, Neighborhood Allies

Candi Castleberry-Singleton, Founder and CEO, Dignity and Respect, Inc.

Karen Hacker, Director, Allegheny County Health Department

July 1 – Jobs as Careers

How do we grow good, accessible jobs that provide pathways to the middleclass?

LaTrenda L. Sherrill, Deputy Chief of Education, Office of the Mayor at City of Pittsburgh

Jane Downing, Senior Program Officer, Pittsburgh Foundation

Alex Wallach Hanson, Organizer, Pittsburgh United

~~DeWitt Walton~~

James Myers, Director of Community Affairs and Business Development, Urban Innovation21