

The background of the top half of the page is a photograph of a community event, possibly a town hall or public meeting. The scene is filled with people engaged in conversations. In the background, a banner reads 'ALL IN ALLEGHENY COUNTY ADMINISTRATION'. The entire image is overlaid with a semi-transparent blue filter.

ALL IN ALLEGHENY ACTION PLAN

**BUILDING A COUNTY GOVERNMENT
THAT WORKS FOR ALL OF US**

TABLE OF CONTENTS

Letter from County Executive Sara Innamorato	3
Executive Summary	5
The All In Allegheny Approach	8
Who Participated: The Largest, Most Diverse, and Most Inclusive Community Engagement Initiative in Allegheny County History	10
Community Priorities: What Residents Want and Need from County Government	18
Our Plan: How County Government Will Deliver on Community Priorities	25
Healthy Families and High-Quality Human Services	27
Housing for All	33
Open and Accessible Government	37
Reliable, Modern Transportation and Infrastructure	41
Robust Education, Workforce Development, and Youth Investments	44
Safe Communities and Justice for All	49
Strong and Equitable Economic and Community Development	56
Sustainability, Environmental Justice, and a Green Economy	60
Vibrant Democracy	64
Implementation Timeline	67

TABLE OF CONTENTS

Our Partners	76
All In Allegheny Transition Committee Members	76
Implementation Partners	79
Philanthropic Partners	79
Allegheny County Department Participants	80
Appendix A – Data on Community Priorities	81
Appendix B – Survey Methodology	100



Community members and County employees at an All In Allegheny County Conversations event in Wilkinsburg, February 2024



INNAMORATO ADMINISTRATION

ALL IN ALLEGHENY

COUNTY CONVERSATIONS

County Executive Innamorato giving her opening remarks at a County Conversations event in Carnegie, January 2024

LETTER FROM COUNTY EXECUTIVE INNAMORATO

The morning after I was elected as your County Executive, I launched **All In Allegheny**. I did not want to waste a minute getting to work building a County government that works for all of us.

Over the past five months, **we heard from nearly 19,000 residents about what they want and need from County government** – and through intentional outreach, we heard from people of every race, ethnicity, age, and income level. We heard from people living in **all 130 municipalities** in the County. People shared their priorities in all major languages spoken here. Residents who have lived in Allegheny for decades and people who have just arrived in the last year participated. And we heard from homeowners and from people who are currently unhoused. I am proud and grateful to say that **All In Allegheny is the largest, most diverse, and most inclusive community engagement initiative this county has ever seen.**

We now have an unprecedented amount of data on how community members want their County government to make progress on the issues that matter most, including housing affordability, infrastructure, neighborhood safety, supporting workers and small businesses, reducing pollution, and investing in young people. But we cannot stop here. Now we need to act.

With this Action Plan, I am directing County government to take **91 specific steps** in the coming years to deliver on community priorities. Every strategy was developed by community leaders and County leaders, who sat together to build plans we believe will have a real impact on people's lives.

Nothing about the All In Allegheny process has been “business as usual.”

- **Most residents who responded to our survey shared that, before All In, County government leaders had not asked about their priorities or ideas.** I am grateful to every single resident who shared their time and expertise with us. You have helped us prove that community members are eager to help shape the solutions you want to see from County government – and we look forward to continuing to partner with you throughout my Administration.
- **Every part of All In was informed by the Innamorato Transition Committee, the most diverse and inclusive in County history.** For example, on our public safety committee, we have a police chief and a criminal justice reform advocate leading conversations about how we can create safer communities for everyone. You have helped us show that this kind of collaboration – one that brings together diverse perspectives towards mutual solutions – makes our policy outcomes stronger. Thank you to the nearly 200 community leaders for volunteering your time and expertise to the transition to chart a new path forward for our County.
- **I want to thank the dozens of County employees who joined community events and shared your honest analysis and creative ideas about how we can do a better job of activating the powers of County government to deliver on community needs.** Everything the County does is reliant on the hard work of our employees, and I am excited to work with you all to implement the strategies in this plan.

This **All In Allegheny Action Plan** – and all of the steps my Administration has already taken in our first 100 days -- are a down payment on building a County government that truly works for all of us. Thank you for your partnership. Let's continue the work.

- Allegheny County Executive Sara Innamorato

EXECUTIVE SUMMARY

This All In Action Plan is the culmination of a five-month process to translate community priorities into County government policy. Launched the morning after Sara Innamorato was elected to serve as County Executive, All In began with the 200 diverse members of the Innamorato Transition Committee designing the All In Survey, which includes 20 questions that ask residents to rank the actions they would like County government to take to address their needs.

In the first two months of the Innamorato Administration, nearly **19,000 residents** from every corner of the county engaged with the All In survey and over 650 residents joined five County Conversations, small-group discussions between County employees and residents about community priorities. During the third month of the Innamorato Administration, County and community leaders worked together to analyze data on community priorities and identify the 91 actions included in this plan.

During County Executive Innamorato's first term, the County will take **91 concrete steps** to respond to what residents shared they want and need from County government. Full descriptions of these actions are included in subsequent sections. Featured actions include:

- 1. To make it easier for low-income residents to access health and social services, the County will:**
 - Create new mental health and postpartum mobile treatment units
 - Launch a large-scale, community-driven public health campaign to end a priority chronic disease in Allegheny County
 - Create new pipelines into good health care jobs
 - Make it easier to find a youth mental health hospital bed during a crisis

- 2. To help residents stay in safe, affordable homes, the County will:**
 - Purchase existing affordable housing units with expiring affordability requirements and convert them into permanently affordable housing
 - Provide legal assistance to residents at risk of eviction
 - Expand the Lead-Safe Homes Program
 - Launch a significant new program that will develop hundreds of new permanent, deeply affordable housing for people exiting homelessness

- 3. To create reliable, modern transportation and infrastructure, the County will:**
 - Provide all residents ages 18-65 who receive supplemental nutrition assistance program (SNAP) benefits and their children with 50% of all Pittsburgh Regional Transit (PRT) fares
 - Provide real-time updates on PRT service disruptions in all major languages
 - Draw down all available federal funding to replace lead service lines, with a focus on disproportionately impacted Black and Brown communities

EXECUTIVE SUMMARY

- 4. To give children in Allegheny County the strongest start in life, the County will:**
 - Advocate to increase wages for child care and out-of-school time workers
 - Expand access to short-term and crisis child care
 - Invest and secure more resources in the Allegheny County Child Care Matters pilot to serve more eligible working families

- 5. To make our neighborhoods safer, the County will:**
 - Address blight and vacant properties in locations with high concentrations of violence
 - Launch a new program in which trained mental health and medical professionals will respond to mental health crisis calls in four municipalities, in partnership with Allegheny County Housing Authority
 - Expand the effective LEAD program, a pre-booking diversion program, to serve an additional 12 municipalities

- 6. To reduce unnecessary incarceration and improve conditions in the jail, the County will:**
 - Invest in a robust new reentry services program
 - Launch a new diversion program that will provide judges with more options to allow people to remain in the community and connect to services instead of sending them to jail
 - Add medical staff at intake to better address the needs of people entering the criminal legal system
 - Foster a culture of safety and respect in the jail

- 7. To help local entrepreneurs start and grow small businesses, the County will:**
 - Create an online tool with centralized information that makes it easier for entrepreneurs, nonprofits, and business owners to access information on small business development
 - Help businesses thrive in neighborhood commercial districts through the Allegheny Together program, which provides technical assistance and strategic planning support for municipalities and main street groups
 - Make it easier for minority- and women-owned businesses to contract with the County

- 8. To support interested workers in accessing jobs that make our air, energy, and water cleaner, the County will:**
 - Expand CCAC's existing green job training programs and update programs to incorporate green technology
 - Make it financially easier for students to take advantage of job training programs and expand paid internship experiences and scholarships
 - Help local green businesses grow by prioritizing local businesses in County equipment purchases

EXECUTIVE SUMMARY

9. To make county government open and accessible to all, the County will:

- Invite residents to shape the County's long-term plans
- Launch a new information hub on the County's website, with clear information about the County budget and services
- Launch a youth budgeting program with Learn and Earn

10. To increase participation in our elections for eligible voters, the County will:

- Expand voter access by adding more locations for staffed absentee/mail-in ballot return locations
- Launch a large-scale public education campaign to share critical voting information
- Improve language access so all eligible voters, regardless of the language they speak, can participate
- Continue to offer voter registration support to eligible voters currently detained in the Allegheny County jail

The following chapters include an overview of how residents, community leaders, and County Departments shaped the actions included in this Plan, a summary of who participated, major community priorities, and a list and timeline of all actions the County will take to deliver on these priorities. More detailed findings from the All In Allegheny Community Survey that informed this Plan are available in the Appendix. To explore the survey data in more detail and to download an analyzable dataset, visit bit.ly/allinactionplan.



Community members and county leaders participate in a County Conversations event in Wilkinsburg, February 2024

THE ALL IN ALLEGHENY APPROACH

All In Allegheny was a **five-month process** to translate **community priorities** into **County policy**.

November 2023

ELECTION DAY

December 2023

All In Community Survey Design

Nearly **200 community leaders** – the members of the Innamorato Transition Committee – design the All In Community Survey.

January 2024

INAUGURATION DAY

Community Members Share Their Priorities with County Government

Nearly **19,000 community members** engage with the All In Survey, contributing over 648,000 data points on what they want and need from County government.

Over **650 residents** join five County Conversations, digging deeper into community priorities with County leaders.

March 2024

Action Plan Workshops

Community and County leaders develop detailed **action plans to deliver on community priorities**.

April 2024

100TH DAY OF THE INNAMORATO ADMINISTRATION

Action Plan Launch

The County **publishes its formal plan** to deliver on community priorities.



Members of the All In Transition Committee designing the survey in December 2023



Community members and county leaders participate in a County Conversations event in Pittsburgh, February 2024



County Executive Innamorato invites youth to participate in the survey at the Carnegie Library of Pittsburgh, February 2024

THE ALL IN ALLEGHENY APPROACH

Community members and County government worked together on **nine critical policy topics**

1 HEALTHY FAMILIES AND HIGH-QUALITY HUMAN SERVICES

2 HOUSING FOR ALL

3 OPEN AND ACCESSIBLE GOVERNMENT

4 RELIABLE, MODERN TRANSPORTATION AND INFRASTRUCTURE

5 ROBUST EDUCATION, WORKFORCE DEVELOPMENT, AND YOUTH INVESTMENTS

6 SAFE COMMUNITIES AND JUSTICE FOR ALL

7 STRONG AND EQUITABLE ECONOMIC AND COMMUNITY DEVELOPMENT

8 SUSTAINABILITY, ENVIRONMENTAL JUSTICE, AND A GREEN ECONOMY

9 VIBRANT DEMOCRACY

WHO PARTICIPATED

**THE LARGEST, MOST DIVERSE, AND MOST
INCLUSIVE COMMUNITY ENGAGEMENT
INITIATIVE IN ALLEGHENY COUNTY
HISTORY**

“THIS IS THE FIRST TIME IN THE HISTORY OF OUR COUNTY THAT SO MANY PEOPLE HAVE BEEN ENGAGED IN A PROCESS LIKE THIS ...HISTORY IS BEING MADE HERE. THERE'S SO MUCH INFORMATION ...TO SHOW THE VOICE OF THE PEOPLE .”

- Community Member, Carnegie County Conversations Event

In the first two months of the Innamorato Administration:

NEARLY 19,000

residents interacted with the **All In Allegheny Community Survey**

648,000+

data points collected on **what residents want and need** from County government

650+

residents joined **County Conversations** – **small-group, in-depth discussions** on their priorities for the incoming Administration

Explore the full All In Allegheny dataset at bit.ly/allinactionplan

GEOGRAPHIC REPRESENTATION

We heard from residents in all

130

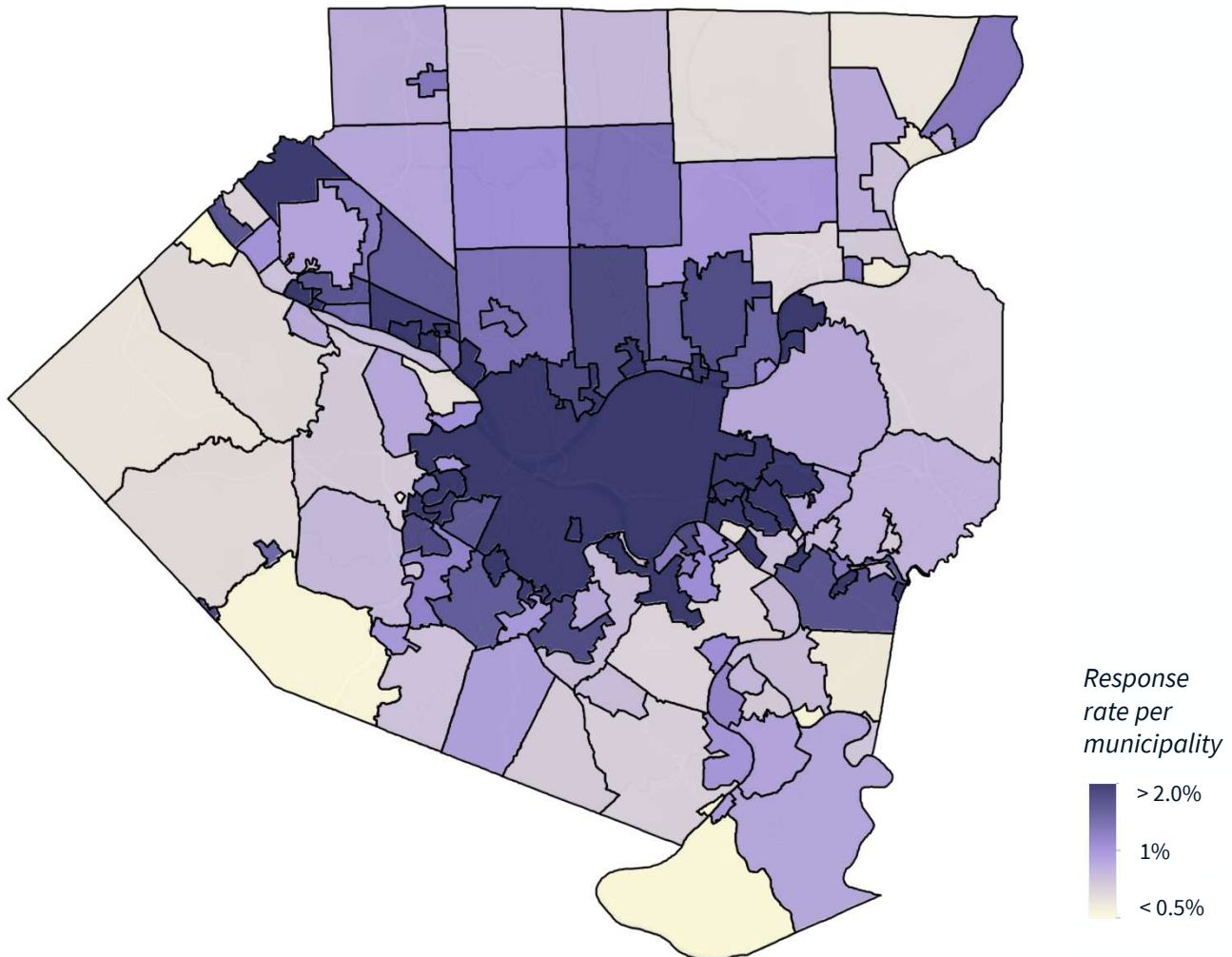
municipalities in the County.

We received responses from

121

of 125 ZIP codes in the County.

ALL IN ALLEGHENY COMMUNITY SURVEY RESPONSE RATE



INCLUSIVE PARTICIPATION

Over **20% of survey respondents** identify as **people of color**, consistent with the demographics of the county.

RACE AND ETHNICITY

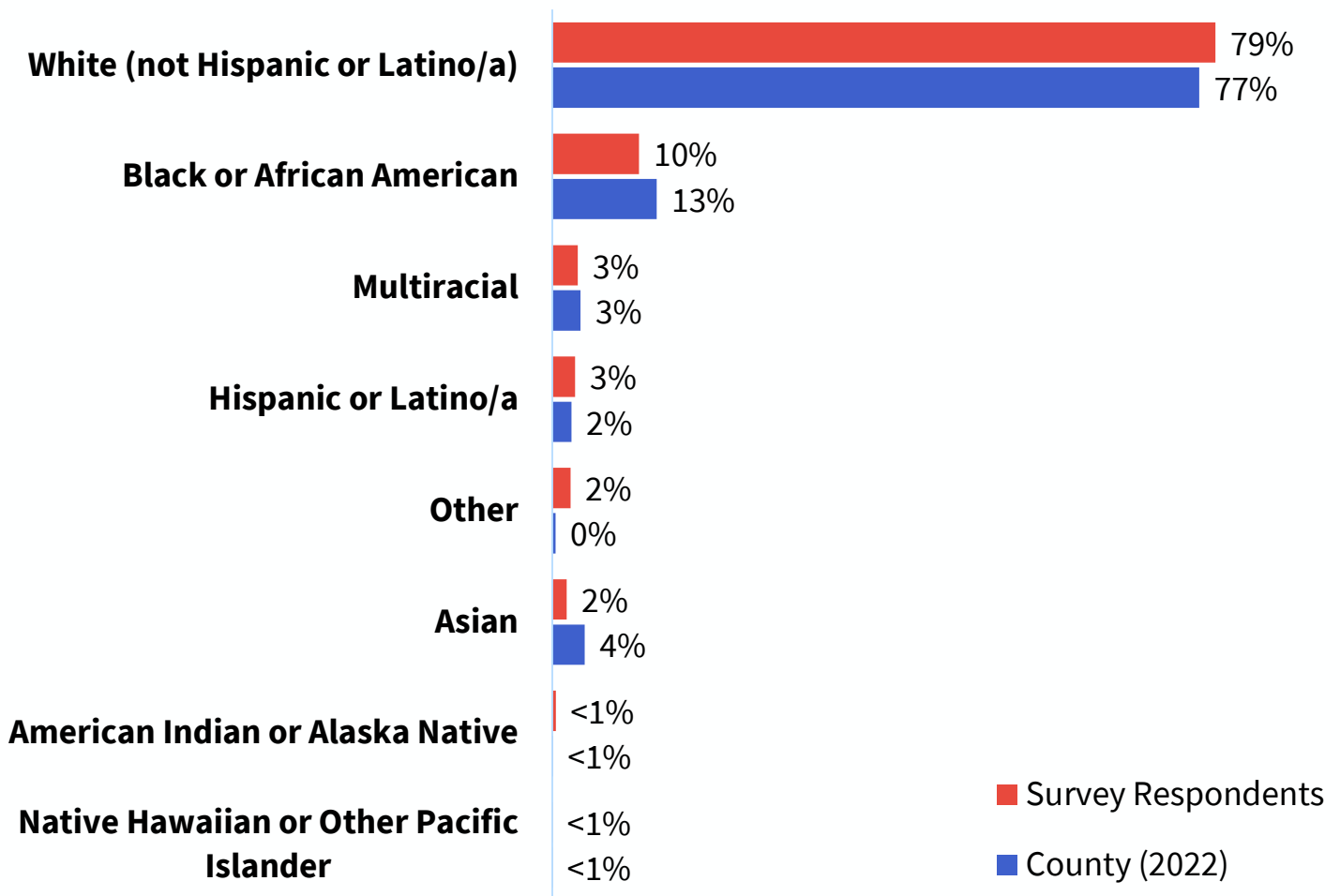


Chart organized by the % of survey respondents.
Source: US Census Bureau, ACS 5-year estimates, 2018-2022.

INCLUSIVE PARTICIPATION

145 respondents completed surveys in a language other than English, including **Spanish, Chinese, Arabic, Dari, Nepali, Russian, Swahili, and Uzbek.**

“IT’S A STRANGE FEELING, BEING IN LOVE WITH YOUR COUNTRY AS I AM, WHEN SOMETIMES IT DOESN’T SEEM TO KNOW OR RECOGNIZE YOU IN RETURN. WHEN I SAW THE [ALL IN ALLEGHENY SURVEY], I PAUSED THE SCREEN, BLINKED, READ THE LIST OF LANGUAGES OUT LOUD AND CRIED A FEW TEARS WHEN I SAID “PASHTO” OUT LOUD... THIS MORE THAN MADE MY DAY.”

- Community Member, posting about the All In Allegheny Survey on social media



Simultaneous ASL translation during an All In County Conversations event in Pittsburgh, February 2024

INCLUSIVE PARTICIPATION

HOUSING STATUS

450+

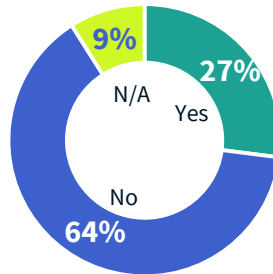
We heard from over 450 people **currently detained in County jail** and hundreds of people **living in shelters**.

We also heard from **homeowners, renters**, and from people who are living in **dorms** and **long-term care facilities**.

DISABILITY STATUS

27%

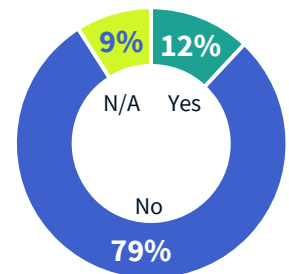
of respondents shared that they have a **disability** or **chronic health condition**.



LGBTQIA+

12%

of respondents shared that they identify as **LGBTQIA+**.

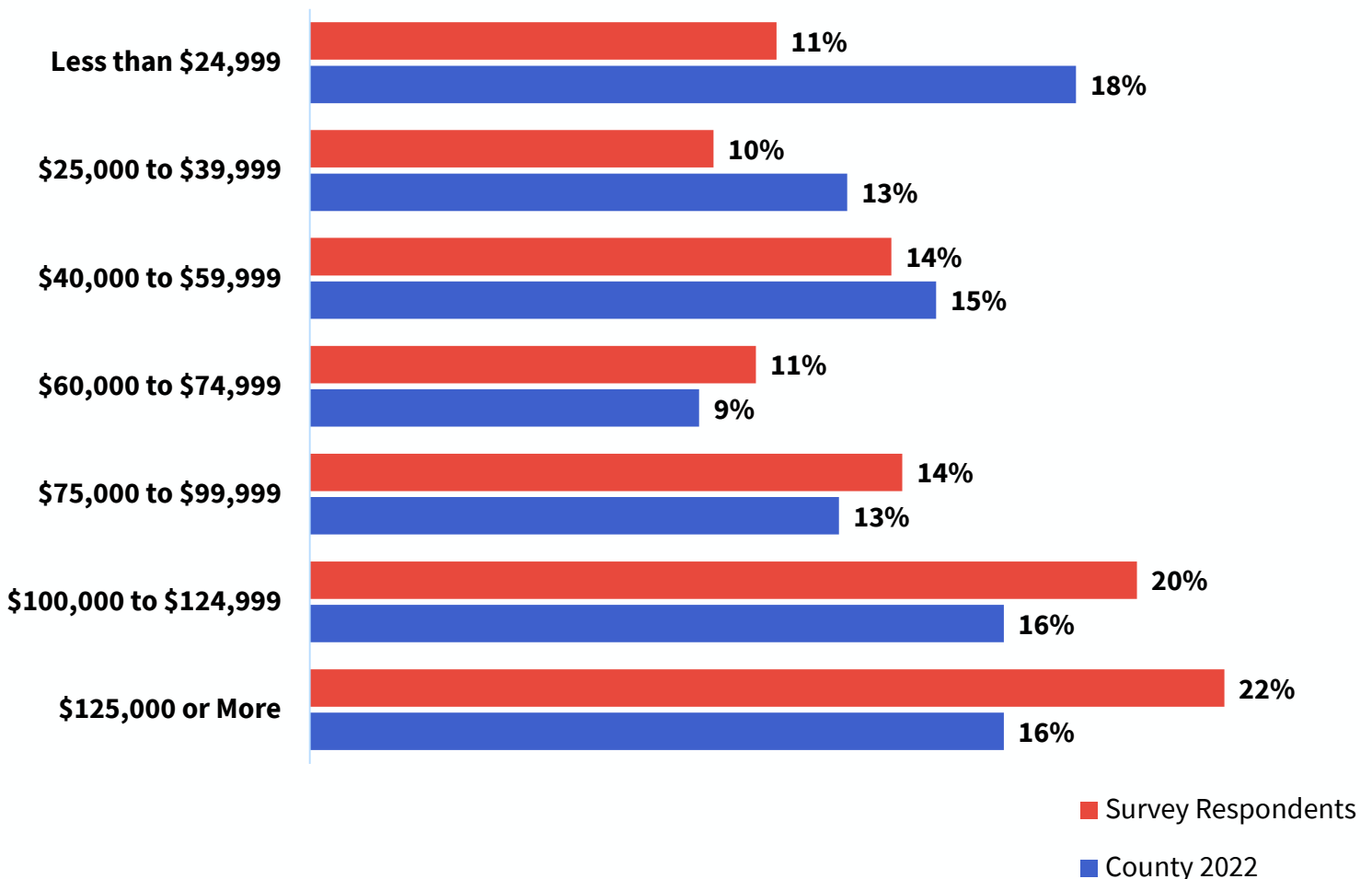


Community members participating in an All In County Conversations event in Pittsburgh, February 2024

INCLUSIVE PARTICIPATION

We heard from people living in every household income bracket as well, with **about 20%** of responses from people living in households with an **income less than \$40,000** per year and **about 20%** of responses from people living in households with an **income over \$125,000** per year.

HOUSEHOLD INCOME



Source: US Census Bureau, ACS 5-year estimates, 2018-2022.

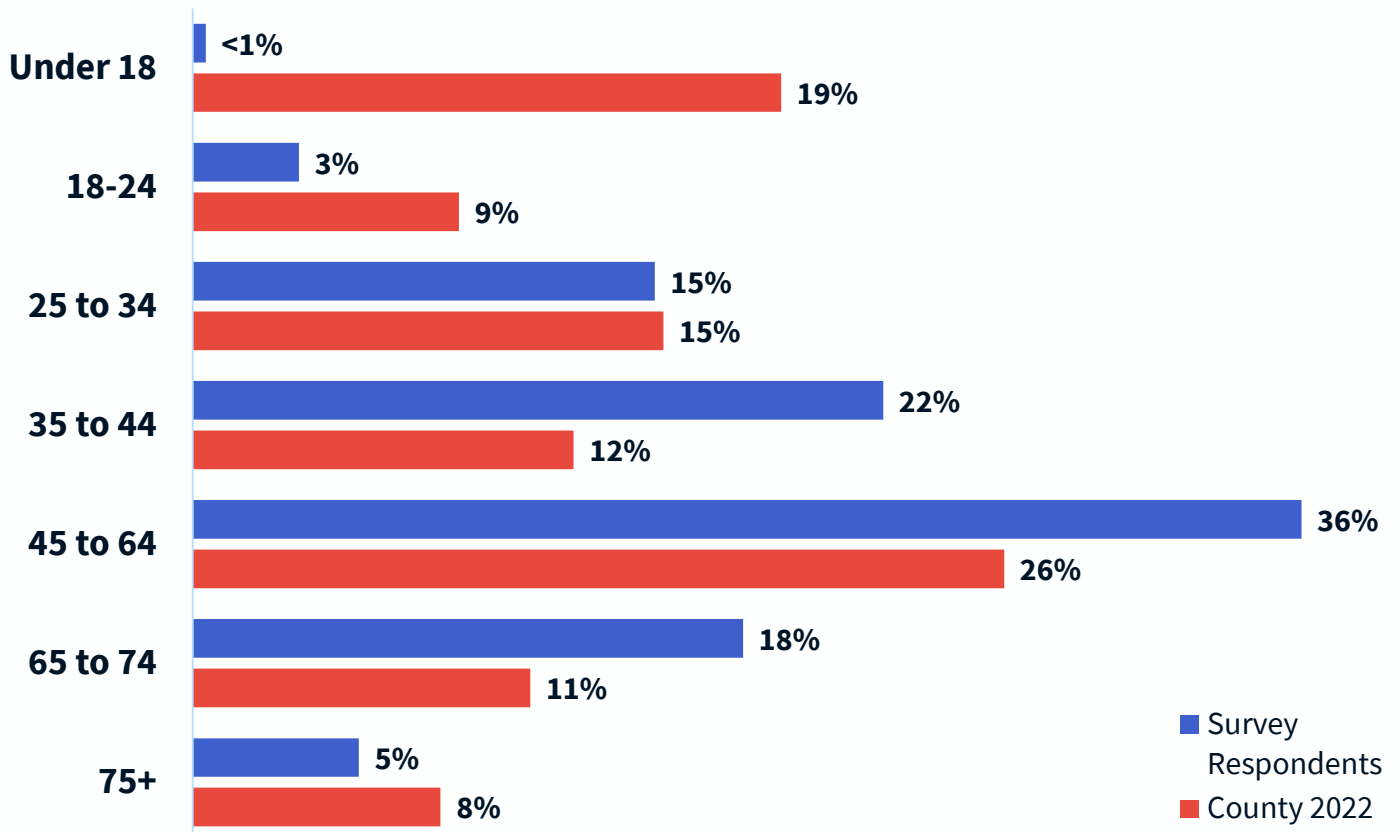
INCLUSIVE PARTICIPATION

We heard from people across **every age group**, from residents younger than 18 years old to residents over 75 years old.



County Executive Innamorato talking with community members during a County Conversations event in Wilkinsburg, February 2024

AGE



Source: US Census Bureau, ACS 5-year estimates, 2018-2022.

COMMUNITY PRIORITIES

WHAT RESIDENTS WANT AND NEED FROM COUNTY GOVERNMENT

CLEAR COMMUNITY PRIORITIES

Through All In Allegheny, community members have spoken loudly and clearly about their priorities. Residents are experts in how to strengthen County services because they know what it feels like to live in Allegheny, to work here, to care for children and family members here, and to commute here. Across race and ethnicity, age, income level, and from homeowners to people currently experiencing homelessness, community members agreed on steps they would like to see County government take to make all our lives better, our neighborhoods more connected, and our region stronger.

This section highlights **major points of alignment**, where many residents agreed on what the County should prioritize. Additional details for each topic are included in the following section.



Make child care and care for older adults more affordable, and expand programs for youth

When asked what actions the County should take to **give children in the County the strongest start in life**, residents of all races, ethnicities, and ages were aligned on two priorities:

- "Make sure every family can access affordable child care, including providing financial assistance to families," and
- "Expand high-quality before- and after-school programs, and summer programs, for students in kindergarten through 12th grade"

Importantly, survey respondents of all races, ethnicities, ages, and incomes also agreed that the best thing the County could do to **support the needs of workers** would be to "increase access to affordable child care and care for older adults to make it easier for workers and people participating in workforce training programs."

Black residents, when asked what they would like the County to do to **promote safety in their neighborhood**, chose "expanding safe, supportive, equitable, and high-quality programs for youth" as their number one option.



Expand paid training opportunities and supportive services that help people get to work

When asked what actions the County should take to **help people increase their access to good jobs**, residents of all races, ethnicities, and incomes were aligned on two priorities:

- "Expand paid training and work experience opportunities to help people prepare for good-paying jobs in growing industries," and
- "Expand supportive services that help people get to work, such as free or low-cost transportation options and free or low-cost child care options"

When asked what the County should do to help people **access jobs that make our air, energy, and water cleaner**, across almost all income levels, the number one priority was "expanding opportunities for youth and students to gain skills that could help access green jobs and making it easier and less expensive to participate in training and certification programs for green jobs."



Incentivize affordable housing development and home repairs

When asked what the County should do to help people **stay in safe, affordable homes**, residents of all income levels were aligned on two priorities:

- "Incentivize more affordable housing development," and
- "Expand funding for home repairs for low-income homeowners"

Additionally, across all races, ethnicities, and income levels, residents prioritized "investing in renovations to existing buildings to create more affordable housing" as the action they would like the County to take to create **more affordable housing for low- and middle-income families**.

Showing further support for affordable housing: the top priority to **improve neighborhood safety** is to "reduce blight and vacant properties, including through developing affordable housing on currently vacant properties."

Residents who have lived in Allegheny County for less than a year thought "increasing access to affordable housing for low- and middle-income residents" was most important thing that would **make people more likely to stay or move to the County**.



Protect renters' rights and prevent housing discrimination

When asked what they would like to see the County do to **help people stay in safe, affordable homes**, renters prioritized “creating additional legal protections, cracking down on illegal evictions, and helping renters know their rights.” For residents currently in jail, “protecting against housing discrimination” was named as a top concern.



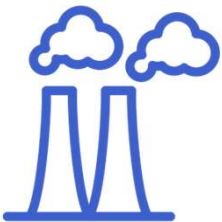
Ensure unhoused residents have access to permanent housing

When asked what the County should do to better **meet the needs of people experiencing homelessness**, people who are currently unhoused, renters, and people in an institutional setting chose “increase access to permanent housing that includes services like health care and employment support” as their number one priority.



Make it easier for local small businesses to navigate County services and systems

Overwhelmingly, survey respondents of all incomes shared that the best thing the County could do to **help local entrepreneurs start and grow their businesses** would be to “create a one-stop-shop that connects small businesses to all necessary applications, permits, and programs.”



Take a more aggressive stance to address the needs of communities most impacted by pollution

Across all income levels, residents prioritized County action to “require polluters to have a **permit for and pay for any pollution** they contribute to Allegheny’s air, water, and environment” and “keep major sources of industrial pollution away from vulnerable areas like schools, child care centers, senior housing, and residential neighborhoods.” For Black residents, the top priorities were to “invest money into communities most impacted by pollution” and “remove toxins from homes.”



Address the social determinants of health

When asked how they would like the County to **reduce health disparities and improve health outcomes for all**, residents were aligned on a priority across all racial and ethnic groups and across all income brackets: "Expand programs that address the social determinants of health, such as poor housing quality, food insecurity, or exposure to pollutants."

When asked what the County should do to **improve life expectancy** in Allegheny County, residents prioritized:

- "Make it easier to enroll in programs that help low-income residents access mental health care and social services"
- "Make it easier to access mental health services, especially for young people."



Improve crisis response

When asked how the County can **better support people dealing with substance use disorder**, residents were aligned on a priority: "support municipalities to dispatch trained health professionals to respond to substance use crises instead of or in addition to police."

Additionally, when asked what the County should prioritize to **improve neighborhood safety**, residents indicated that the County should "work with municipalities to send mental health professionals instead of police for non-violent cases." This was residents' second priority, after "developing affordable housing on currently vacant properties."

Approximately 300 residents wrote in their priority to increase the number of police on the streets, compared to **almost 7,200 people** who chose the option to "dispatch trained health professionals to respond to substance use crises instead of or in addition to police."



Expand diversion programs

When asked how the County should **reduce the number of people with mental illness and substance use disorder entering the Jail**, residents currently in an institutional setting or are currently unhoused selected “expanding diversion programs that offer people treatment in the community instead of admission to jail” as their top priority.

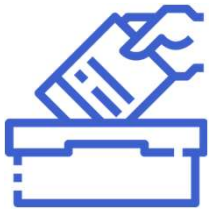
Countywide, the top two priorities were to “hire more medical staff within the County Jail” and to “expand supportive services for people after they leave jail.”



Make public transportation more reliable and affordable

When asked what **types of infrastructure projects would make the greatest positive impact on their community**, residents ages 18-44, low-income residents, and Pittsburgh residents selected reliable, affordable public transportation options as their number one priority. Countywide, the top option was to improve the maintenance of County-owned roads and bridges.

Showing further support for affordable transit: when asked what the County should do to help people increase their access to good-paying jobs, the top option for residents with household incomes of under \$25,000 was expand affordable transit and child care to help people get to work.



Improve voting access

When asked how the County can **increase participation in our elections and encourage eligible citizens to cast a ballot**, residents prioritized “creating additional locations to return mail-in ballots” and “expanding opportunities to return mail-in ballots before Election Day and before and after standard working hours on Election Day.”

“Improving access and resources for individuals with disabilities or mobility issues” was the top priority selected by respondents earning less than \$25,000.



Continue meaningful community engagement

Critically, survey respondents shared that **All In represents a new approach to governing in Allegheny County**. When asked what prevented respondents from sharing their ideas and needs with County government in the past, the two most common answers were:

- "Before this survey, County government leaders had not asked for my input," and
- "I have not felt, in the past, that County government leaders cared about my input on topics relevant to me"

When asked **how respondents would like to receive information from the County**, the top response was to create a user-friendly website.



Engage the public on the County budget

Respondents shared support for future engagement with County government, including strong interest in **participating in meetings on the County's budget**.



Community members and County employees participate in discussions during a County Conversations event in Carnegie, January 2023

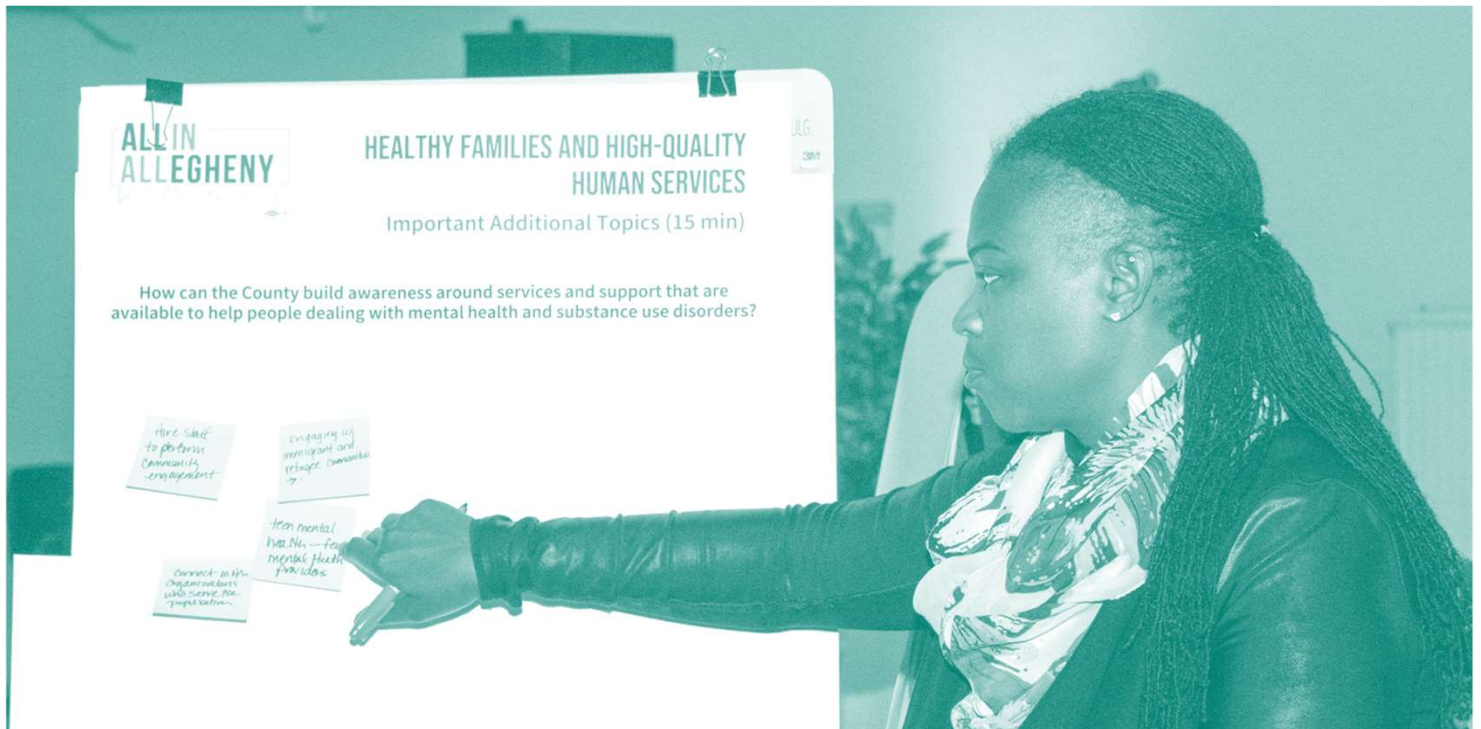
OUR PLAN

**HOW COUNTY GOVERNMENT WILL DELIVER
ON COMMUNITY PRIORITIES**

IN RESPONSE TO THE ALL IN SURVEY DATA, COMMUNITY AND COUNTY LEADERS CAME TOGETHER TO IDENTIFY CONCRETE STEPS THE COUNTY WILL TAKE TO MEANINGFULLY IMPROVE RESIDENTS' LIVES.

THE RESULT: 91 ACTIONS, DESCRIBED IN THIS CHAPTER, THAT THE COUNTY WILL IMPLEMENT IN THE NEXT SEVERAL YEARS TO DELIVER ON COMMUNITY PRIORITIES.

HEALTHY FAMILIES AND HIGH-QUALITY HUMAN SERVICES



A community member leading a discussion on health and human services during a County Conversations event, February 2024

In Allegheny County, who you are and where you live impacts your health outcomes. For example, the average Black resident has a life expectancy of 71 years, compared to 78 years for White residents.

The County will take the following steps to deepen its work to reduce health disparities and improve the health of all residents.

(Source: [CDC National Equity Atlas](#))

“WE NEED TO MAKE HEALTH CARE MORE AFFORDABLE FOR EVERYONE, HEALTHY FOOD MORE ACCESSIBLE, AND MAKE IT EASIER FOR PEOPLE TO CONNECT WITH JOBS AND TRAINING.”

- All In Allegheny Survey Respondent

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

When asked what the County should do to improve health outcomes and life expectancy in Allegheny County, community members prioritized making it easier for low-income residents to access physical and mental health care and social services.

To expand access to health care, the County will make a significant and concerted effort to create pipelines into the health care workforce in Allegheny County and work to ensure that care jobs are good jobs. Specifically, the County will take immediate steps to:

- **Advocate for sustainable funding for community health workers.** Community health workers can play a vital role in keeping people in our county healthy and improving health disparities. These frontline public health workers are trained to provide basic care to members of their community and to connect them to health care and social service systems. Importantly, community health worker roles can be a professional development springboard, as these positions are available to workers without formal education equal to that of a doctor or nurse. The County will advocate for Medicaid reimbursement for community health workers and direct unspent Medicaid funds to help organizations hire more community members into these important roles.
- **Recruit more [Behavioral Health Fellows](#) to join County government,** with a focus on recruiting diverse candidates. Applications are open now for full time positions with local behavioral health organizations. To make these jobs attractive, the County offers competitive wages and up to \$25,000 towards bachelor's degree student loan repayment or up to \$45,000 towards master's degree student loan repayment (tax-free).

Community members also prioritized making it easier to access youth mental health services.

To deliver on this community priority, the County will:

- **Pioneer a new, centralized technology system that will make it easy to find youth mental health services.** Maintained by the county's behavioral health managed care organization in partnership with the Department of Human Services, this new tool will help identify available capacity for mental health services when families and young people need it, saving time trying to find care. The County will work to expand the tool to include substance use and adult mental health services over the coming year.

1 YEAR

1 YEAR

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

3 YEARS

- **Expand social-emotional learning in schools, in partnership with the Intermediate Unit.** The County already partners with the ten school districts that were most impacted by the COVID-19 pandemic to offer students social-emotional learning programs, an evidence-based approach that helps young people learn how to manage emotions, problem-solve, and create positive relationships with others. Over the next few years, the County will support the Allegheny Intermediate Unit as it strives to identify sustainable funding for the program and scale it to schools across the county.

1 YEAR

- **Support the Teen Mental Health Collaborative,** a coalition of community-based organizations that serve teens coordinated by the Jewish Healthcare Foundation. This coalition has been meeting since 2020 and has identified a plan to improve community-based triage, early intervention, and connection to services. The County will explore how to support this work, including through joint state advocacy for needed resources.

And community members prioritized increasing access to community-based health clinics, so residents can access health care near their homes.

To deliver on this community priority, the County will:

1 YEAR

- **Support the expansion of Federally-Qualified Health Centers (FQHCs),** federally-funded non-profit clinics that serve medically underserved areas and populations and provide care regardless of an individual's ability to pay. FQHCs are a critically important way that families can access the care they need, at one location that integrates physical and behavioral health care. The County will work with the FQHCs to understand existing challenges and support their expansion by helping to identify expansion space and directing workforce development funding to help build staff capacity and create a pipeline into care careers for entry-level care workers, such as pediatric dental assistants and community-based birth workers.

6 MONTHS

- **Create new mental health and postpartum mobile health units,** bringing care directly to residents where and when they need it and building on the County's already successful model of delivering care through mobile units that provide services to support people struggling with opioid use. The existing mobile units operate 4 days a week and have served over 400 people in 2024 alone.

6 MONTHS

- **Support expansion of the [Mission of Mercy](#) model,** a free, two-day dental, vision and hearing clinic that serves patients in need and is operated by the local non-profit organization A Call To Care. The County will support this important program by helping to identify locations and sharing information about these services with residents.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To reduce racial and social inequities in health outcomes and improve the health of all residents, community members prioritized programs that address the concerns associated with the greatest racial and ethnic health disparities, such as maternal and child health, chronic disease, and obesity.

To deliver on this community priority, the County will:

- **Launch a large-scale, community-driven public health campaign to reduce a priority chronic disease in Allegheny County.** The County will partner with community members to shape a campaign to educate and engage the public and reduce the impacts, especially the inequities, of a chronic disease.
- **Expand the effective [Racial and Ethnic Approaches to Community Health \(REACH\)](#) program,** a federally-funded partnership between the County's Health Department and a diverse coalition of over 25 partners working together to achieve health equity and prevent chronic diseases by increasing access to healthy foods, physical activities, and breastfeeding support and encouragement. Currently, the program serves residents in Clairton, Duquesne, McKeesport, North Braddock, North Versailles, Rankin, and Wilksburg and the neighborhoods of the North Side, Homewood/Larimer, the Hill District, Garfield, Hazelwood, West End, and the Hilltop in the City of Pittsburgh. The County will identify additional state and federal resources to expand this program to additional high-need neighborhoods. Over the next five years, the coalition will prioritize improving breastfeeding rates, increasing trail mileage and access to trails to encourage outdoor activities, improving access to fresh fruits and vegetables, and improving access to vaccination opportunities.
- **Expand the effective [Best Babies Zone model](#),** which works to ensure that babies are born into a community that will enable them to thrive and reach their full potential, and address risk factors for infant mortality by increasing resources, advocacy, and time to those within the community experiencing the worst outcomes. This program currently serves families and infants in Wilksburg through a partnership between Healthy Start Inc., Pittsburgh, Allegheny County Health Department Family and Child Health Division, The University of Pittsburgh Centers for Health Equity, Trying Together, and Women for a Healthy Environment. The County will identify more state and federal funding to expand this program to additional high-need communities.

1 YEAR

3 YEARS

6 MONTHS

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

1 YEAR

- **Expand the Hello Baby network of support for families with new babies** to best meet families' needs. Support includes home visiting programs, through which County nurses meet new parents and their infants, both during pregnancy and postpartum, in the comfort of their own home, or in another location where they will feel at ease such as a library or restaurant, to provide support. Home visiting is associated with positive outcomes for both children and families.

The County will also advance equity in health and human services by:

3 YEARS

- **Investing in [Racial Equity Fellows joining County government](#).** The Department of Human Services recently launched a Racial Equity Fellowship for residents interested in promoting equity and social justice within local government. The Racial Equity Fellows are full time-staff who are working closely with Department leadership, community leaders, and stakeholders to develop and implement initiatives that address racial disparities and disproportionality within the human services systems. Residents with first-hand experience in overcoming systems were encouraged to apply. The first cohort of 10 fellows is committed to serve through 2025. The County will follow the results of this pilot and will use learnings to consider future expansion.

3 YEARS

- **Recruiting and supporting more diverse leaders to join the Health Department,** to help shape and implement public health strategies the County will deliver in the coming years.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Community members also prioritized expanding programs that address the social determinants of health, such as poor housing quality, food insecurity, or exposure to pollutants.

To deliver on this priority, the County will:

- **Increase enrollment in the [Women, Infants, and Children \(WIC\) program](#)**, which offers a variety of health and nutrition services for mothers and children including supplemental nutritious foods and infant formula, immunization screenings, and breastfeeding support. The County has already made it easier to enroll in the WIC program by inviting residents to sign up at [Women, Infant, and Children Clinics](#) across the County, creating a mobile van that travels across the County to promote the WIC program and invite eligible residents to enroll, and offering online enrollment options. The County will bring onsite enrollment to more existing clinics in the coming year, serving parents and young children in more neighborhoods across the County.
- **Build on the City of Pittsburgh's Food Justice Fund**, a \$3 million dollar investment of American Rescue Plan Act funds to support grassroots efforts to increase access to fresh food across the city. Once this fund launches, the County will evaluate the program to assess whether to create a Food Justice Fund for residents across the entire County.
- **Support community-based organizations to streamline enrollment in programs and services for consenting community members.** Right now, community members seeking support need to enroll in many different services, with different organizations – often providing the same information over and over again. To make it easier for community members – and to support community-based organizations in working together to support residents – the County will partner with community-based organizations to identify ways to streamline enrollment while protecting residents' privacy and giving them an opportunity to opt in.

1 YEAR

3 YEARS

1 YEAR

HOUSING FOR ALL



Community members and County employees discussing housing at an All In County Conversations event in Pittsburgh, February 2024

Both housed and unhoused people alike are being squeezed by high prices, low housing inventory, and crumbling buildings. Almost 30% of Allegheny households spent more than 30% of their income on housing costs, making it hard to afford other necessities like groceries, transportation, and health services.

The County will take the following bold new steps to help unhoused neighbors, build more attainable housing for working families, secure funding for vital home repairs, and create more pathways to homeownership.

Source: [IPUMS USA](#)

“PART OF MY VISION FOR THE COUNTY IS...A COMMUNITY THAT WELCOMES THOSE EXPERIENCING HOMELESSNESS, TREATS THEM WITH COMPASSION AND KINDNESS... AND REACHES OUT TO PEOPLE WHO ARE HOMELESS AND LIVING IN POVERTY, SEEKING THEIR INPUT.”

- Community Member,
Pittsburgh County Conversations Event

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

The Innamorato Administration is intensively focused on delivering housing for all.

In March 2024, County Executive Innamorato appointed a Director of Housing Strategy, Ed Nusser – the first time there has been a high-level leader focused on housing embedded with the County Executive’s Office. The new Director of Housing Strategy will work with Departments and bring community members to the table to deliver attainable housing for working families, support residents to make home repairs, and create more pathways for homeownership.

When asked what actions the County should take to help people stay in safe, affordable housing, the top-ranked community priority was to “incentivize more affordable housing development.”

To deliver on this priority in the coming year, the County will:

3 YEARS

- **Purchase existing affordable housing units with expiring affordability requirements and convert them into affordable housing**, in partnership with the Allegheny County Housing Authority.

1 YEAR

- **Work with County Council to pass legislation to develop a countywide Land Bank**, a tool that will help the County develop affordable housing on currently vacant land.

1 YEAR

- **Work with the County Council to explore zoning reforms** that will allow for adaptive reuse of under-utilized nursing homes and other structures for affordable housing.

1 YEAR

- **Support the development of affordable housing near public transit stations** with Pittsburgh Regional Transit (PRT) and their [Transit-Oriented Development Program](#), through which PRT invests in real estate development projects near stations and creates opportunities to develop mixed-income housing.

1 YEAR

- **Introduce and scale model zoning ordinances** that can be adopted across the county to support development of affordable housing in every municipality, in partnership with Allegheny County InterCOG Council, a collaboration between all municipalities in Allegheny County.

1 YEAR

- **Create a Housing Advisory Board in the Health Department** to guide a countywide effort to keep residents in safe, affordable homes, protect renters, and create pathways to homeownership.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Community members also prioritized “expanding funding for home repairs for low-income homeowners.”

The County will take steps toward this goal by:

- **Making it easier for residents and landlords to access home repair resources** by exploring the creation of a one-stop-shop platform on the County’s website that will help homeowners and landlords find all home repair resources offered by the County
- **Expanding the Allegheny [Lead-Safe Homes Program](#)**, which offers free lead-paint testing and hires a certified lead-abatement contractor to treat lead paint for low- to moderate-income residents with young children living in older buildings. The program currently serves about 40 homes per year, and the County will apply for federal grants to expand this program.

6 MONTHS

1 YEAR

Community members prioritized protections and assistance for people facing eviction and foreclosure.

To deliver on this priority, the County will:

- **Provide legal assistance to residents at risk of eviction** by launching a “Lawyer of the Day” program, which will provide low-income tenants at risk of eviction with free legal counsel, in two municipalities outside the City of Pittsburgh where residents are experiencing high rates of eviction
- **Launch a public education campaign to share information with residents about programs that can help them stay in their homes, including the Department of Economic Development’s “Save Your Home Hotline” at 1.866.298.8020.** The Allegheny County [Residential Mortgage Program](#), accessed through the hotline, provides assistance to homeowners facing mortgage foreclosure. Homeowners facing mortgage foreclosure can call and get connected to both public and private sector entities that provide assistance to homeowners facing mortgage foreclosure.
- **In the next County budget, work with County Council to invest in targeted rental assistance.** During the COVID-19 pandemic, the [Emergency Rental Assistance Program](#) provided over \$150 million directly to residents struggling with rent and utility costs. This helped 22,000 renters stay in their homes. Although the County cannot continue to operate rental assistance at this pandemic-necessitated scale, the Department of Human Services continues to provide targeted support to help residents avoid eviction. The County will continue investing in these efforts to keep renters in the most need in their homes.

1 YEAR

6 MONTHS

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To better meet the needs of people experiencing homelessness, residents prioritized “increasing access to permanent housing that includes services like health care and employment support.”

The County will deliver on this priority by:

- **Launching a significant new program that will make hundreds of permanent, deeply affordable housing units available to people exiting homelessness** by expanding partnerships between the Department of Human Services, housing authorities, local developers, Pennsylvania Housing Finance Agency, and private landlords. The County will take the lead on bringing affordable housing resources together to leverage programs and funding to support people experiencing homelessness so that they can transition to safe, permanent, and affordable housing more quickly. The Department of Human Services will create a supportive services program for those experiencing homelessness that will follow them to permanent housing, which should open the door for more developers and landlords to prioritize serving this population.

Working toward an Allegheny County in which everyone can access and stay in safe, affordable housing will require significant public and private resources and attention in the coming years.

The County will advocate to bring all the resources needed by:

- **Advocating for more tax credits for affordable housing developers and federal project-based vouchers for low-income families.** In parallel, the County will explore the creation of a Housing Advocacy Committee to continue to educate and advocate at the congressional level to secure additional housing vouchers for Allegheny County residents for whom existing affordability requirements are too high.
- **In the next budget, work with the County Council to establish a permanent Housing Opportunity Fund for the County,** similar to the Housing Opportunity Fund managed by the City of Pittsburgh. A Housing Opportunity Fund represents a significant, multi-year commitment to invest in strategies that can address the affordable housing crisis, such as down payment assistance for first-time low- and middle-income homeowners or support for small landlords.

6 MONTHS

6 MONTHS

1 YEAR

OPEN AND ACCESSIBLE GOVERNMENT



Community members and County employees discussing how to deepen community engagement at an All In County Conversations event in the Mon Valley, February 2024

Allegheny County is here to serve every resident. The County will take the following steps to continue delivering on its commitment to providing services and information that are accessible to everyone who lives here and providing every opportunity to give people a voice in what they want to see from local government.

“IT HELPS TO MESSAGE AND EDUCATE...THE PUBLIC ON WHAT'S HAPPENING. PEOPLE ARE UNAWARE OF A LOT OF THE GREAT THINGS THAT COULD BE DONE OR THAT NEED TO BE DONE.”

- Community Member,
Pittsburgh County Conversations Event

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To build on the diverse and inclusive community engagement foundation laid by All In Allegheny, and make it easier for residents from every corner of the County to stay involved, the County will:

- **Launch several strategic planning efforts that will invite residents to help shape the County's long-term plans.** In the coming months, the County will launch its first ever Climate Action Plan and its first Comprehensive Planning process in over a decade. In partnership with residents, these planning processes will help the County align resources and operations behind priorities and create opportunities to reshape and deepen its approach to mobility, justice, and housing.
- **Create a new information hub on the County's website** that will provide clear, accessible information including:
 - Services the County provides, with information about how to access each service, delivering on the top-ranked community priority of “creating a simple website that makes it easy to figure services out and contact someone to help access the service.”
 - Powers of County government, including a new interactive tool on the County's budget that will make it easy to ask questions about how resources are allocated, delivering on the community priority of “providing easy to understand information about the budget and decisions.”
 - Information about the powers of municipal governments, including how to contact local representatives for help navigating service processes.
 - A new tool that will help residents understand their County taxes and the tax credits and abatements for which they qualify.
- **Within the information hub, create an option to enroll in a text program**, which will share information about how residents can get involved in shaping County policies and priorities. The County will revamp and streamline the AlleghenyAlerts text system and use this platform to support ongoing engagement with residents and share opportunities to get involved, such as through invitations to community meetings, short surveys, or notifications about upcoming public budget hearings.
- **Launch a participatory budgeting program with young residents, in partnership with the County's Learn and Earn program.** The County Executive will invite a cohort of young people to set forth proposals and ideas about how \$50,000 will be spent in the next County budget.

1 YEAR

1 YEAR

1 YEAR

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To make it easier to access, explore, and understand information about local government, the County will:

- 3 YEARS**
 - **Create new interactive data dashboards that make it easy for residents to explore information about high-priority topics.** The County will identify priority topics using data from website analytics and data from the [Allegheny County Support Center](#). On the CountyStat section of their website, the County will begin by creating interactive dashboards on:
 - Community priorities, including all the data gathered through the All In Allegheny community survey;
 - Roads and bridges, including easy-to-understand information about whether a specific road or bridge is maintained by the County or a municipal government, building on the existing "[Who owns my infrastructure?](#)" tool.
 - Data on air quality and the County's efforts to improve air quality;
 - Property ownership and tax information; and
 - Information on the impact of the opioid crisis and data on the County's resources and service delivery to address this crisis.
- 6 MONTHS**
 - **Make it easier for residents to find information about services provided by the County** by continuing to make materials and information on the County's website available in major languages and improving the *search engine optimization* of content on the website, meaning that important information will appear high on the list of results returned by a search engine (e.g., Google).
- 1 YEAR**
 - **Reduce barriers and improve efficiency, so it is easier for residents to access digital services across County departments.** Currently, visitors to the County website often need to create multiple accounts and enter the same information multiple times to access different services offered by different departments. To make it easier and faster for residents to access what they need, the County will work toward a universal digital account system – so residents can create one account and enter information just one time and unlock access to all digital services across departments.
- 6 MONTHS**
 - **Create an Information Technology (IT) Steering Committee,** regularly convened by the County Executive's office, that includes the leadership of County departments and the IT and data teams. This steering committee will support a streamlined and consistent approach to making the online information and data open and accessible for the public.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To make it easier for residents to access help when they need it, the County will:

- **Invite the 10 counties in Southwest Pennsylvania and United Way, the organization that operates the 211 hotline, to work together to strengthen and streamline the 211 hotline user experience.** The 211 hotline provides a vast range of helpful information to residents, including help connecting to social and housing services. The County will invite its 211 implementation partners to work together to:
 - Encourage residents to text 211, the quickest way to get answers and help;
 - Explore adding new features such as an option to receive a call back instead of waiting; and
 - Explore creating searchable case numbers so residents can follow up on and track their requests.

1 YEAR



Community members asking County employees about services and opportunities during an All In County Conversations Open House in the Mon Valley, February 2024 (Photo courtesy of Jonathan Brown)

RELIABLE, MODERN TRANSPORTATION AND INFRASTRUCTURE



Community members and County employees participate in a discussion on infrastructure and transportation during an All In County Conversations event in Pittsburgh, February 2024

Pennsylvania has some of the oldest infrastructure in the country and there are many needed repairs to bridges, roads, stormwater, and wastewater systems across the state. With hundreds of millions of dollars in federal funding anticipated for new infrastructure projects over the next several years, the County will use funds to provide critical improvements to our infrastructure. The County will also continue working with partners to make public transportation more affordable and make it easier to get around.

“I WOULD REALLY LIKE TO SEE MORE ACCESSIBLE PUBLIC TRANSPORTATION FROM SURROUNDING TOWNS TO PITTSBURGH ...AND MORE WALKABLE LIVING.”

- All In Allegheny Survey Respondent

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

The Innamorato Administration is taking steps to deliver on one of the top community priorities elevated in the survey: to increase reliable, affordable public transportation options.

- **Starting June 2024, all residents ages 18-65 who receive Supplemental Nutrition Assistance Program (SNAP) benefits and their children will be able to receive 50% of all Pittsburgh Regional Transit (PRT) fares** through the [Allegheny County Discounted Fares Program](#). After seeing the positive results of reduced fares in the lives of 14,500 working-age participants in a pilot program, the County is thrilled to make this program permanent and expand it to support more than 80,000 SNAP recipients who live near PRT stops.
- **In the coming years, the County will work with PRT, the Department of Human Services, and other partner organizations, to explore a zero fare program** to further address the needs of people who need affordable public transit the most.

3 YEARS

Additionally, the County will take the following steps over the coming year to deliver on the community priority of “increasing reliable, affordable public transportation options:”

- **PRT will continue to make it easier for riders to receive real-time updates about service disruptions and delays** over the next year.
- **PRT will address opportunities for service expansion and consider incorporating this into PRT’s [Bus Line Redesign](#) process** so that when future funding opportunities arise, PRT will have an expanded service plan ready to implement.
- **Over the coming year, PRT will continue to expand language access** so that for the first time in Allegheny County history, riders can receive updates about public transit in all major languages spoken in Allegheny County.

1 YEAR

1 YEAR

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To deliver on the community priority of “replace lead pipes throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices,” the County will:

- **Partner with Water Authorities serving Allegheny municipalities to apply for federal funding dedicated to replacing lead service lines across the County,** with a focus on Black and Brown communities disproportionately impacted by lead exposure.

Every transportation trip begins with using sidewalks or bike lanes, and making trails, bikeways, and sidewalks safe and connected was the number one priority among young residents.

The County will take the following steps to deliver on this priority:

- **Keep residents safe on County-owned streets** by:
 - Incorporate Complete Streets as part of Public Works’ Capital improvement project designs to make streets safe for all users. The Department of Public Works will identify multi-modal enhancements to incorporate into their projects and pursue additional funding to increase investments in pedestrian and cycling infrastructure.
 - Analyze speed, crash, and traffic volume data to proactively address potential safety issues and explore installing traffic-calming measures.
 - Collaborate with Pittsburgh Regional Transit (PRT) to assist on any of their priority projects planned on County roadways.
- **Conduct a public awareness campaign to share available tools,** including:
 - For residents, the “Who owns my infrastructure?” tool that maps roads and bridges across the County with information about who residents can call with maintenance issues. (<http://alleghenycounty.us/whoownsmyroad> and <http://alleghenycounty.us/whoplowsmyroad>)
 - For municipalities and townships, the Southwestern Pennsylvania Commission (SPC) website that includes information about funding opportunities for infrastructure investments including roads, bridge, traffic signal improvements, and trails. (<https://www.spcregion.org/>)

6 MONTHS

1 YEAR

6 MONTHS

ROBUST EDUCATION, WORKFORCE DEVELOPMENT, AND YOUTH INVESTMENTS



Community members and County employees participate in discussion on workforce development during an All In Community Conversations event, February 2024

Allegheny County offers a range of child care programs, out of school programs, and training and apprenticeships programs to make sure children have the strongest start in life and that residents can access good-paying jobs. The County will take steps to expand programs for children and working families and work with partners to connect people to training opportunities that will prepare them for jobs in growing industries and jobs that pay a living wage.

“I BELIEVE REALLY STRONGLY IN THE INSTITUTION OF THE COMMUNITY COLLEGE, AND THE GREATEST BARRIER THAT I SEE FOR STUDENTS IS THE COST OF GOING TO COLLEGE.

...TO IMPROVE ALLEGHENY COUNTY FOR EVERYBODY, WE NEED TO MAKE IT MORE FINANCIALLY ACCESSIBLE FOR AS MANY PEOPLE AS POSSIBLE.”

- Community Member,
Pittsburgh County Conversations Event

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To give children in Allegheny County the strongest start in life, a top community priority was to make sure every family can access affordable child care.

The Innamorato Administration has already begun to deliver on this priority:

- **In County Executive Innamorato's first week in office, she directed \$500,000 to [expand the Allegheny County Child Care Matters pilot program](#)**, clearing a waitlist of 28 qualifying working families and opening subsidized child care slots for additional working families to take advantage of the program.
 - The program builds off the state Child Care Works subsidy for working families below the 200% Federal Poverty Level. Child Care Works, administered through the Early Learning Resource Center and run by the county's Department of Human Services, serves over 10,000 children from over 6,000 families.
 - The Innamorato Administration made this investment in recognition of child care as an economic priority: stable, quality child care is essential for working families to stay engaged in the labor force, and the state subsidy program still leaves many working families just over the threshold unable to afford child care.
 - The average cost for an infant care is \$237 per week in Pennsylvania. Without some financial relief, the cost of child care can force people out of the workforce, perpetuating the region's slow post-pandemic economic recovery. The Innamorato Administration's new investment expands subsidized child care for working families earning below the 300% Federal Poverty Level and has served 275 families with 411 children as of the time of this announcement.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Over the next year, the County will build on its work to increase access to affordable child care by:

- 6 MONTHS**
 - **Maximizing all state and federal funds that could be used to invest in Allegheny’s children and families.** Right now, Allegheny County is leaving possible state funding untapped, and investing \$11 million more local dollars would bring in \$41 million to support children and families. Since County Executive Innamorato took office, she has been working with City government officials, philanthropies, and private sector partners to identify local funds that will allow the County to unlock more state funding for children and families.
- 6 MONTHS**
 - **Advocating to increase wages for child care and out-of-school time workers.** Governor Shapiro has already [taken several steps](#) to support the child care workforce and begin increasing reimbursement rates for child care providers. To deliver on the community priority of “increase pay for child care workers, so we can hire the workforce needed to serve the families of Allegheny County,” the County will make it a priority to advocate for additional state and federal investments to support the child care and out-of-school time workforce. The County will also explore how other local governments have made improved recruitment and retention, including [a recent example from Kentucky](#) that made child care free for child care workers, raising their take-home pay, and potentially attracting others to the field.
- 1 YEAR**
 - **Making it easier for families to find child care options that meet their needs:**
 - Promote the Early Learning Resource Center as the access point to find child care and early learning opportunities and to apply for the child care subsidy.
 - Promote Trying Together’s [Allegheny Child Care Tool](#), which supports families to search for available spots for early learning, after-school programs, summer camp, and virtual programs based on their location and children’s age, responding to the community priority of access to “high-quality before- and after-school programs and summer programs for students in kindergarten through 12th grade.”
 - Encourage families to use 211, a hotline that connects residents to health and human services, which will direct families to the ELRC and Childcare Tool. DHS and United Way, who manages 211, will partner closely to ensure 211 can be easy front door and connect to best resources.
 - Share information with the public about child care services and training programs in all major languages spoken in Allegheny.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

The County will continue to identify additional federal, state, private, philanthropic, and local funding to address the urgent need for more child care and out-of-school time in the County. Specifically, the County will seek funding to provide:

- **Increased access to child care/early learning for families who may not be eligible for the Child Care Works subsidy or other publicly funded program but need child care.** Examples include:
 - Expanding subsidized child care support, including specific support for working families who make more than Child Care Works eligibility but still cannot afford child care. The program currently supports around 400 children but could cover up to 15,000 children if fully funded.
 - Expanded short-term, crisis, respite child care for parents in unpaid job training and parents who need medical treatments or other services. Current investment in Jeremiah's Place provides ~10-15 seats/day, with overnight care available. The Department of Human Services has piloted different small-scale solutions—specifically, purchasing child care spots from providers—but demand outweighs these small-scale investments.
 - Provide child care for high-risk families including those participating in [Hello Baby](#). The Department of Human Services currently subsidizes child care for high-risk families who express need, and additional funding creates opportunities to support more families.
- **Increased access to out-of-school programming for school-age children, including summer programs.** Existing County services include over \$15M per year in investments from Department of Human Services that serves over 8,000 children over the course of the year and school-community summer program partnership pilot led by the Department of Children's Initiatives that supports ~1,200 school age children across 14 school-community partnerships. Additional resources could support:
 - Expanding the school-community summer program partnerships pilot to all 43 public school districts in Allegheny through a combination of planning and operations grants.
 - Additional County contracts for more free and low-cost programming.

1 YEAR

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

When asked what the County should do to help people increase access to good-paying jobs, the top priority was to “expand paid training and work experience opportunities to help people prepare for good-paying jobs in growing industries.” To this point, the County will:

- **Connect more residents to paid training programs** by:
 - Expanding the Community College of Allegheny County’s (CCAC) industry-sponsored Fellowship and Apprenticeship Programs. The Fellowship Programs offer paid training programs to approximately 30-40 students per year and about 75-100 employees looking for additional training and upskilling per year. Apprenticeship programs include those sponsored by local union partners, serving 1,200 students, and programs such as multimedia communications, mechatronics, and facilities maintenance technology and building automation systems. The County will support this expansion through partnering with local businesses and encouraging them to recruit talent from CCAC’s strong pipeline of job training and education programs.
 - Making it easier to find job-training programs by regularly promoting CCAC’s [Career Services & Job Readiness](#) programs through the County’s public education channels, such as social media and newsletters. CCAC offers various job readiness programs, including resume reviews, class presentations on job search topics, individual appointments, workshops, mock interviews, and employer events to approximately 2,900 students at CCAC’s four campuses and three centers every year. CCAC also offers job placement services that help students get skills and credentials for in-demand jobs in just a few months.
 - In future budgets, prioritizing the following programs that provide pathways for good jobs:
 - Expanding the County’s internship program.
 - Investing additional resources in [Learn and Earn](#), the City and County's youth summer workforce program, which provides low-income youth with paid employment experience, work readiness training, and financial literacy.
- **Ensuring CCAC’s job training programs meet the needs of immigrant communities** by inviting representatives from immigrant communities to join CCAC’s Advisory Group to help shape CCAC’s curricula and training programs. CCAC will also deepen partnerships with community-based organizations that serve immigrant communities and the Allegheny Intermediate Unit.

6 MONTHS

1 YEAR

SAFE COMMUNITIES AND JUSTICE FOR ALL



Community members and County employees participate in a discussion about safety and justice during an All In County Conversations event, February 2024

Allegheny residents have been looking for a new approach to public safety that addresses the root causes of crime, treats people in crisis with compassion rather than criminalizing them, and creates humane, healing spaces for system-involved youth and adults.

The County will take steps to ensure communities most impacted by violence are prioritized for programs that promote safety, expand diversion programs and programs that send trained mental health professionals instead of police for non-violent cases, and scale programs that address the root causes of violence.

**“EFFECTIVELY
ALLOCATE PUBLIC
SAFETY RESOURCES SO
POLICE ARE NOT
VIEWED AS
ADVERSARIAL, BUT AS
COMMUNITY
PARTNERS.”**

- All In Allegheny Survey Respondent

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

When asked what actions the County should take to promote neighborhood safety, the top-ranked community priority is to reduce blight and vacant properties, including through developing affordable housing on currently vacant properties.

To deliver on this community priority, the County will:

- **Address blight and vacant properties in locations with high levels of violence.** The County’s Economic Development Department manages several programs that help municipalities remove blight and redevelop vacant properties. In response to community priorities, the County will begin prioritizing projects in locations most impacted by violence. The County will also explore ways to direct its federal community violence prevention funding toward projects that reduce blight and vacant properties and promote all available programs that can help homeowners repair their homes and address affordability issues.

3 YEARS

Community members also prioritized working with municipalities to send mental health professionals instead of police to respond to non-violent situations. The County will:

- **Expand the effective LEAD (Law Enforcement Assisted Diversion) program, a pre-booking diversion program, to serve an additional 12 municipalities in the coming year.** This program currently serves 10 municipalities and helps to divert people with behavioral health issues who have regularly come into contact with the criminal legal system, away from arrest and toward long-term case management.

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

1 YEAR

- **Launch a new program, this year, in which trained mental health professionals will respond to mental health crisis 911 calls in partnership with police departments in McKees Rocks, Penn Hills, Monroeville and the Allegheny County Housing Authority.** The Alternative Response team (A-Team) will go alone to calls deemed not to require a police response, and will respond simultaneously or following a police response for other calls. This new program will be the first of its kind in the County, and the County wants to learn from it so it can thoughtfully and effectively expand this model in partnership with additional municipalities and police departments. The County and its selected provider will create a public data dashboard to track the program’s impact and will work to identify additional state and federal funding to sustain and expand this program.
- **Continue to improve systems for addressing intimate partner violence** through the Intimate Partner Violence Reform Initiative. The Initiative is led in partnership by the County and City and aims to improve coordination across Allegheny County to better serve survivors of intimate partner violence (IPV) and address those who use violence. The County will continue to coordinate and support reforms, including:
 - Implementing real-time interventions to deter violence and protect and support survivors and their families. The Department of Human Services coordinates this work with the courts, police and other partners to focus on people who repeatedly use intimate partner violence and use clear messages and responses to deter future violence.
 - Expand screening for IPV lethality risk conducted by police officers, create enhanced training for health care workers, judges, and social workers, and improve access to the courts for survivors.
 - Work with the National Network for Safe Communities to design targeted interventions for parents/caregivers that help break the cycle of abuse.

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

And, to promote safe neighborhoods, community members prioritized expanding safe, supportive, equitable, and high-quality programs for youth that include recreation and job opportunities. The County will:

1 YEAR

- **Work to expand pathways in good, public service jobs with the County for young people,** including promoting paid opportunities with the Parks Department – for example, the County is currently recruiting for [seasonal lifeguards](#) at all four county pools.

1 YEAR

- **Promote – and work to secure additional resources for – workforce development programs specifically designed for young people.** The County is committed to continuing to identify more partners and more resources to support effective programs for young people. For example, in March 2024, County Executive Sara Innamorato and Pittsburgh Mayor Ed Gainey kicked off the 10th anniversary of the Learn & Earn summer youth employment program and encouraged additional participation from the region’s business community. Learn & Earn, a joint endeavor of Allegheny County, the City of Pittsburgh and Partner4Work, has employed nearly 13,000 young people and returned \$13 million in wages to the local economy. Since its inception in 2014, the program has consistently produced the largest group of school-aged, trained, and work-ready young people in the County and City.

1 YEAR

- **Work to create a [RAD Pass](#) specifically designed for youth,** which would help young people access free and discounted recreational activities designed for young people across the county, regardless of the municipality in which they live.

1 YEAR

- **Work with philanthropic partners to create a microgrant program that will support young people and community-based organizations to host fun, free activities in their neighborhoods**

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

When asked what the County should do to reduce the number of people experiencing mental illness and substance use disorder entering or reentering the County jail and reduce the overall number of people detained in County jail, community members prioritized hiring more medical and support staff in the County jail.

To deliver on this community priority, the County will:

3 YEARS

- **Add medical staff at intake to better address the needs of people entering the criminal legal system.** With the addition of Emergency Medical Technicians in jail intake, the County will be able to triage and treat urgent health needs and conduct screenings and assessments so people are able to get the care they need while in custody.

3 YEARS

- **Launch a new mobile competency restoration support unit,** which will add behavioral health professionals who can quickly treat and support people found not competent to stand trial who would otherwise remain detained in jail while waiting for an available bed in our state hospital.

1 YEAR

- **Build new partnerships with local universities to bring more high-quality medical services and committed medical staff into the jail,** helping the County to continue adopting evidence-driven care models that can improve conditions for people while they are detained and help them connect to ongoing care when they return to the community, a strategy that has been shown to reduce returns to jail.

1 YEAR

- **Continue to explore how the County can offer competitive wages and other incentives to attract more physical and mental health professionals to serve in the jail.**

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

6 MONTHS

- **Support current staff in the jails, so they can serve at the highest levels of integrity.** The County will foster a culture of respect and safety within our jail, for everyone who works in it, everyone who visits it, and everyone detained within it. The County will explore ways to improve culture, including engaging current staff to better understand the changes they would like to see to improve culture in the jail, providing more training and upskilling opportunities, creating pathways into other public service jobs with the County, and improving the physical environment within the jail so it is more modern – a proven strategy that can promote safety and reduce stress in jails.
 - As a recognition of the complex challenges leading to the nation’s worst staffing crisis in corrections, the Department of Justice has granted funds to the Keystone Restituere Justice Center in Pennsylvania to develop a national strategy as well as tools targeting correctional leadership. Allegheny County will join their 10-county jail staffing learning community, to be launched in summer 2024, to help counties build the internal capacity to both manage their correctional staffing and refocus efforts to create healthy and safe environments for staff and incarcerated people, recognizing that the conditions inside jails impact not only both groups equally, but also their families, and their communities.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Community members also prioritized expanding housing, health, and employment support for people after they leave jail. The County will:

- 1 YEAR** • **Strengthen the existing reentry services program**, in which service providers offer programs to detained people that address health, relationships, employment and other needs, and infuse a cognitive behavioral approach throughout the reentry system. The group-based programs and additional activities implemented in housing units, aim to support people to achieve well-being, stability and avoid future interactions with the criminal legal system. These new programs will be available regardless of which municipality people return to after leaving the County jail.
- 1 YEAR** • **Make it easier for people returning to the community following time in jail or prison to move back home with family or live in public housing.** People returning to the community face significant barriers to finding safe, affordable housing – a problem that can create a cycle of housing insecurity and incarceration. Allegheny County and the Housing Authority worked with the Vera Institute of Justice to make it easier for people with prior criminal legal system involvement to live with their families in public housing. In the coming year, we will explore more changes to remove every possible barrier to public housing for people returning to the community.

Residents prioritized expanding diversion programs that offer people treatment in the community instead of admission to jail.

To deliver on this priority, the County will:

- 1 YEAR** • **Launch a diversion program that will provide magisterial district judges overseeing arraignments with more information and options that will support people remaining in the community and connecting to services instead of booking them in jail at first court appearance.** Following a six-month planning process with the Allegheny Court System, public defenders, and prosecutors, Diversion Coordinators will provide plans to arraignment judges for eligible defendants that support community-based services instead of sending them to jail while they wait for trial. This program will assess risk factors for incarceration prior to arraignment and develop recommendations for community treatment alternatives that can be presented to the Judge. Areas of focus will be on physical and mental health, substance use, employment, housing, and dependent care.

STRONG AND EQUITABLE ECONOMIC & COMMUNITY DEVELOPMENT



A community member leading a discussion about community assets at an All In County Conversations event, February 2024

The unemployment rate in Allegheny is at a historic low of 3.7%, and there are currently more job postings than there are unemployed people. However, around 38% of Allegheny households earn more than the Federal Poverty Level, but still struggle to cover the costs of household essentials like housing, child care, food, transportation, health care, and a basic smartphone plan. The County will take the following steps to attract new employers, support local entrepreneurs, and help workers to thrive.

Source: [Pennsylvania State Department of Labor](#); [ALICE Pennsylvania Dashboard](#)

“I REALLY THINK THERE SHOULD BE FOCUS ON AREAS OF THE COUNTY THAT HAVE NOT HAD AS MUCH ATTENTION AND JUST ARE NOT AS ECONOMICALLY PROSPEROUS..”

- Community Member,
Wilkesburg County Conversations Event

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

When asked what programs or services would make it more likely for residents to stay in Allegheny or encourage new residents to move here, thousands of residents expressed support for two priorities: creating more vibrant downtowns and neighborhood corridors that feel safe, welcoming, and interesting and creating more affordable housing.

The Innamorato Administration has already taken steps to deliver on these community priorities:

- In February 2024, the County Executive worked with the County Council to pass the [Downtown Local Economic Revitalization Tax Assistance](#) (LERTA), a new tax abatement tool that will help convert struggling office buildings into vibrant residential and mixed-use spaces downtown and help create a more inclusive and accessible downtown for all by mandating affordable housing and job requirements to take advantage of the tax abatement.

Over the next year, the County will continue to support vibrant, welcoming, and safe downtowns and neighborhood corridors by:

- **Help businesses thrive in neighborhood commercial districts** through the [Allegheny Together](#) program, which provides technical assistance and strategic planning support for municipalities and main street groups through the creation of new employment opportunities and the attraction and retention of businesses to revitalize traditional business districts. In 2023, the Allegheny Together program provided support to Braddock, East Pittsburgh, North Braddock, Pitcairn, Blawnox, and Glassport. In the coming year, Allegheny County Economic Development will transition the program from a selective application process to providing ongoing support and assistance for municipalities with local economic development initiatives.
- **Deepen the County's partnership with the City of Pittsburgh, the Allegheny Conference, and local development groups to collectively invest in downtown Pittsburgh and make it vibrant and safe for all.**

6 MONTHS

6 MONTHS

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Over the coming year, the County will take the following steps to help local entrepreneurs start and grow small businesses:

- **Create an online tool with centralized information that makes it easier for entrepreneurs, non-profits, and business owners to access information** about applications, permits, grant programs, and other important processes, delivering on the community priority of “creating a one-stop-shop that connects small businesses to all necessary applications, permits, and programs” and “increase access to loans and grants for small businesses.”
 - The County will first convene a Board of community stakeholders and members of County government – including Allegheny County Departments, Economic Development, Equity and Inclusion, Human Services, and Information Technology – to understand what information is most critical for local business owners to access, and then create this tool based on their feedback.
 - The County will then conduct a public education campaign to share this new resource with local business owners throughout the County.
- **Make it easier for minority- and women-owned businesses to contract with the County**, beginning with an equity review of existing contracting processes to identify ways the County can invite greater participation from minority- and locally-owned businesses
- **Create a more user-friendly and streamlined process for small businesses** by reviewing existing contracting processes, which currently vary across Departments, and identifying ways to reduce the burden on small businesses seeking to win County contracts.

1 YEAR

6 MONTHS

1 YEAR

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To deliver on community priorities related to addressing the needs of workers, the County will:

- 6 MONTHS • **Conduct a public engagement and education campaign, supported by the County’s [Human Relations Commission](#) on anti-discrimination policies and protections**, delivering on the community priority of “protecting the rights of workers and strengthening anti-discrimination policies in hiring and in workplaces.”
- 6 MONTHS • **Strengthen the County’s partnership with the workforce investment board, Partner4Work, to connect people to high-value jobs.** The County will use its technology resources, relationship with job seekers, and partnership with Partner4Work to:
 - Better connect people to job postings by developing an online tool that helps people search for opportunities that match their skills and preferences.
 - Encourage employers to hire residents with criminal histories by making it easier for employers to access subsidies for second-chance hiring.
- *For actions the County will take to expand access to affordable child care for working families, please see the “Robust Education, Workforce Development, and Youth Investments” chapter.*

SUSTAINABILITY, ENVIRONMENTAL JUSTICE, AND A GREEN ECONOMY



Community members and County employees participate in a discussion on sustainability during an All In County Conversations event in the Mon Valley, February 2024

The average Allegheny resident is exposed to more cancer-causing air pollutants than 86% of residents in the rest of the United States. The County will take the following steps to deepen its work to support communities impacted by pollution, support workers to access good, green jobs, and grow and attract businesses that work towards cleaner air, water, and energy.

Source: U.S. Environmental Protection Agency, National Air Toxics Assessment

“ADDRESSING POLLUTION HAS TO FOCUS ON THE SOURCE, NOT END POINT REMEDIATION AFTER THE HARM IS DONE.”

- All In Allegheny Survey Respondent

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Over the next three years, the County will take steps to address the needs of communities most impacted by pollution by:

1 YEAR

- **Creating a new Director of Climate Resilience and Jobs position in the County Executive’s office**, dedicated to working within and outside of County government to deliver on the Innamorato Administration’s commitment to support a clean and healthy environment and create high-quality green jobs to meet these goals.

1 YEAR

- **Conducting a robust national search, in partnership with the Board of Health, for the next Director of the Health Department**, who will activate all of the department’s powers to address pollution such as drawing down decarbonization funding and democratizing the Clean Air Fund by opening it up to a more inclusive and transparent process

3 YEARS

- **Supporting municipalities to regulate land use to keep polluting facilities away from environmental justice communities**, delivering on the community priority of “keep major sources of industrial pollution away from vulnerable areas.” The County will work with municipalities and entities including Councils of Governments, the Local Government Academy, and the Allegheny League of Municipalities (ALOM), to review their land use regulations and share model ordinances to site polluting facilities away from community facilities.

3 YEARS

- **Making information about the County’s work to address pollution more easily accessible**, delivering on the community priority of “sharing more information with residents of communities most impacted by pollution”
 - Allegheny County Health Department Air Quality is creating an accessible, digital platform to share regulatory information about regulated facilities.
 - The County will also make information about regulated facilities and associated pollutants more searchable and user-friendly on the website; use communications platforms, like the County’s social media, to share regular updates with the public about the County’s work to address pollution; and leverage partnerships with the [dozens of community organizations](#) that helped to shape the Plan for a Healthier Allegheny to help share information with community members about the County’s work to address pollution.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Over the next year, the County will support interested workers in accessing jobs that make our air, energy, and water cleaner by:

- **Expanding Community College of Allegheny County's (CCAC) existing green job training programs and updating programs to incorporate green technology**, delivering on the community priority of “expand opportunities for youth and students to gain skills that could help access jobs that make our air, energy, and water cleaner.” For example, students in the automotive training program now receive training on the safety, maintenance, and repair of electric vehicles, and students learning about facilities maintenance now receive training on ways to improve energy efficiency in buildings.
 - CCAC will partner with organizations, including the Green Building Alliance, to expand existing programs and deliver training at a central location so it is more accessible to students countywide. CCAC's green job training programs have connected students to more than 150 jobs. Over the next year, CCAC will expand this program to serve another 30-50 students and make the training available at two additional campuses, including West Hills Center and Allegheny Campus, but utilizing the new Center for Education, Innovation, and Training.
 - CCAC will invite employers in the green economy as Advisory Board members, helping to shape their training programs so they offer pathways into jobs that make our air, energy, and water cleaner.
- **Making existing job training programs more accessible to residents by removing barriers to participation**, delivering on the community priority of “make it easier and less expensive to participate in training and certification programs for jobs that support green construction, energy efficiency, and clean renewable energy.”
 - To make it financially easier for students to take advantage of job training programs, CCAC will partner with businesses to expand paid internship experiences and scholarships.
 - To help students see a return on their investment after participating in job training programs, CCAC will partner with Partner4Work to continue securing job placements for students after they complete training.

1 YEAR

6 MONTHS

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

Community members prioritized “attracting new businesses to the County that will employ residents and make things like solar panels or electric vehicles that could make our environment cleaner.” To deliver on this priority, the County will:

6 MONTHS

- **Make it easier for small and local businesses to get certified with the County**, by regularly sharing information on certification guidelines and other important information for small businesses over the county’s outreach platforms, such as social media.

1 YEAR

- **Implement a new strategy, spanning across all County departments, to help local green businesses grow by prioritizing local businesses in County equipment purchases.** For example, the County has purchased over \$1 million in solar design and procurement, \$750 thousand in solar installation and energy efficient electric work, among others, from local contractors over the past five years.



Community members and County employees participate in a discussion on environmental sustainability during an All In Community Conversations event in Wilkinsburg, February 2024

VIBRANT DEMOCRACY



Community members and County employees participate in an All In Community Conversations event in the Mon Valley, February 2024

This is a pivotal year for American democracy, the eyes of the nation will be here on Allegheny elections. The County will take the following steps to continue to run safe, secure, and fair elections and to ensure that every resident eligible to vote has the tools they need to cast their ballots.

“THE THING THAT'S THE MOST IMPORTANT IS THAT EVERYONE HAS A VOICE, THAT IT'S EQUITABLE, THAT EVERYONE NOT ONLY CAN STAND UP AND SPEAK, BUT THAT THEY'RE ALSO BEING HEARD.”

- Community Member,
Wilkesburg County Conversations Event

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

The Innamorato Administration has already taken steps to deliver on the number one community priority: creating additional locations to return mail-in ballots.

- On March 20th, 2024, [the Board of Elections unanimously adopted](#) the County’s plan to extend services for Allegheny County voters for the 2024 Primary Election. In addition to ballot return and “over the counter” voting services at the downtown County Office Building (542 Forbes Avenue), the County Elections Division will also operate up to six staffed absentee/mail-in ballot return locations. These six new sites were intentionally distributed geographically across the county to give all voters easier access to a secure ballot return location.

To continue increasing participation in our elections and encourage eligible citizens to cast a ballot, the County will take steps in 2024 to:

1 YEAR

- **Expand voter access by adding more locations for staffed absentee/mail-in ballot return locations and “over the counter” voting services across the county.**

6 MONTHS

- **Launch a large-scale public education campaign to share critical voting information – such as important dates and ballot return locations – with County residents,** delivering on the community priority to “provide more information about voter registration, important dates, polling places, and races.”

6 MONTHS

- **Improve language access so all eligible voters, regardless of the language they speak, can participate,** delivering on the community priority of sharing voting information in multiple languages.
 - The County will make voting instruction materials available in major languages spoken in the County and partner with the Lawyer’s Committee for Civil Rights Under the Law to raise awareness of their voting hotlines, which provide voter support services in multiple languages.

HOW COUNTY GOVERNMENT WILL DELIVER ON COMMUNITY PRIORITIES

To continue increasing participation in our elections and encourage eligible citizens to cast a ballot, the County will take steps in 2024 to:

- **Help seniors and people experiencing mobility issues exercise their right to vote by:**
 - Educating non-partisan community-based organizations on legal options to assist voters with returning their mail-in ballot, at locations like senior care facilities and nursing homes, delivering on the community priority of “improving access and resources for voters with physical and developmental disabilities or mobility issues.”
 - Distributing media kits to senior centers, care facilities, and high rises to inform facility staff and residents about legal options to for returning their mail-in ballots.
- **Continue to offer voter registration support to eligible voters currently detained in the Allegheny County jail.**

Additionally, during the coming two years, the County will deliver on the community priority of “recruiting more election day workers,” by:

- **Making it easier and more attractive for residents to serve as poll workers** by enabling poll workers to split shifts and serve for shorter periods of time.



A community member leading a discussion on improving election participation at an All In County Conversations event in Pittsburgh, February 2024

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Healthy Families and High-Quality Human Services	6 MO	1 YR	3YR
1	Create new mental health and postpartum mobile health units	█		
2	Support expansion of Mission of Mercy model	█		
3	Expand the effective Best Babies Zone model	█		
4	Advocate for sustainable funding for community health workers		█	
5	Recruit more Behavioral Health Fellows to join County government		█	
6	Pioneer a new, centralized technology system that will make it easy to find youth mental health services		█	
7	Support the Teen Mental Health Collaborative		█	
8	Support the expansion of Federally-Qualified Health Centers		█	
9	Launch a large-scale, community-driven public health campaign to reduce a priority chronic disease in Allegheny County		█	
10	Expand the Hello Baby network of support for families with new babies		█	
11	Increase enrollment in the Women, Infants, and Children (WIC) program		█	
12	Support community-based organizations to streamline enrollment in programs and services for consenting community members		█	
13	Expand social-emotional learning in schools, in partnership with the Intermediate Unit.			█
14	Expand the effective Racial and Ethnic Approaches to Community Health (REACH) program			█
15	Invest in Racial Equity Fellows joining County government			█
16	Recruit and support more diverse leaders to join the Health Department			█
17	Build on the City of Pittsburgh’s Food Justice Fund			█

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Housing for All	6 MO	1 YR	3YR
1	Make it easier for residents and landlords to access home repair resources	█		
2	Launch a public education campaign to share information with residents about programs that can help them stay in their homes	█		
3	Launch a significant new program that will make hundreds of permanent, deeply affordable housing units available to people exiting homelessness	█		
4	Advocate for more tax credits for affordable housing developers and federal project-based vouchers for low-income families	█		
5	Work with County Council to pass legislation to develop a countywide Land Bank		█	
6	Work with the County Council to explore zoning reforms		█	
7	Support the development of affordable housing near public transit stations		█	
8	Introduce and scale model zoning ordinances to support affordable housing development		█	
9	Create a Housing Advisory Board in the Health Department		█	
10	Expanding the Allegheny Lead-Safe Homes Program		█	
11	Provide legal assistance to residents at risk of eviction		█	
12	In the next County budget, work with County Council to invest in targeted rental assistance		█	
13	In the next budget, work with the County Council to establish a permanent Housing Opportunity Fund for the County		█	
14	Purchase existing affordable housing units with expiring affordability requirements and convert them into affordable housing			█

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Open and Accessible Government	6 MO	1 YR	3YR
1	Make it easier for residents to find information about services provided by the County by continuing to make materials and information on the County’s website available in major languages and improving the search engine optimization of content on the website.	█		
2	Create an Information Technology (IT) Steering Committee, regularly convened by the County Executive’s office, that includes the leadership of County departments and the IT and data teams.	█		
3	Launch several strategic planning efforts that will invite residents to help shape the County’s long-term plans.		█	
4	Create a new information hub on the County’s website that will provide clear, accessible information regarding County services, powers of County government, information about how to contact local representatives, and understanding County taxes		█	
5	Within the information hub, create an option to enroll in a text program which will share information about how residents can get involved in shaping County policies and priorities		█	
6	Launch a participatory budgeting program with young residents, in partnership with the County’s Learn and Earn program		█	
7	Reduce barriers and improve efficiency, so it is easier for residents to access digital services across County departments		█	
8	Invite the 10 counties in Southwest Pennsylvania and United Way, the organization that operates the 211 hotline, to collaboratively work together to strengthen and streamline the 211 hotline user experience		█	
9	Create new interactive data dashboards that make it easy for residents to explore information about high-priority topics			█

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Reliable, Modern Transportation and Infrastructure	6 MO	1 YR	3YR
1	Partner with Water Authorities serving Allegheny municipalities to apply for federal funding dedicated to replacing lead service lines across the County	■		
2	Conduct a public awareness campaign to share available tools for residents and municipalities	■		
3	PRT will continue to make it easier for riders to receive real-time updates about service disruptions and delays		■	
4	PRT will address opportunities for service expansion and consider incorporating this into PRT’s Bus Line Redesign process		■	
5	PRT will continue to expand language access so that for the first time in Allegheny County history, riders can receive updates about public transit in all major languages spoken in Allegheny County		■	
6	In the coming years, the County will work with PRT to explore a fully zero fare program			■
7	Keep residents safe on County-owned streets by investing in improvements to make streets safe for all users			■

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

Robust Education, Workforce Development, and Youth Investments		6 MO	1 YR	3YR
1	Maximize all state and federal funds that could be used to invest in Allegheny’s children and families	█		
2	Advocate to increase wages for child care and out-of-school time workers	█		
3	Connect more residents to paid training programs for good-paying jobs in growing industries	█		
4	Make it easier for families to find child care options that meet their needs		█	
5	Seek funding to increase access to child care/early learning for families who may not be eligible for the Child Care Works subsidy or other publicly funded program but need child care		█	
6	Seek funding to increase access to out-of-school programming for school-age children, including summer programs		█	
7	Invite leaders from immigrant communities to help shape CCAC’s job training programs		█	

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Safe Communities and Justice for All	6 MO	1 YR	3YR
1	Support current staff in the jails, so they can serve at the highest levels of integrity	█		
2	Expand the effective LEAD (Law Enforcement Assisted Diversion) program, a pre-booking diversion program, to serve an additional 12 municipalities in the coming year		█	
3	Launch a new program, this year, in which trained mental health professionals will respond to mental health crisis 911 calls		█	
4	Continue to improve systems for addressing intimate partner violence		█	
5	Work to expand pathways in good, public service jobs with the County for young people		█	
6	Promote – and work to secure additional resources for – workforce development programs specifically designed for young people		█	
7	Work to create a RAD Pass specifically designed for youth		█	
8	Work with philanthropic partners to create a microgrant program that will support young people and community-based organizations to host fun, free activities in their neighborhoods		█	
9	Build new partnerships with local universities to bring more high-quality medical services and committed medical staff into the jail		█	
10	Continue to explore how the County can offer competitive wages and other incentives to attract more physical and mental health professionals to serve in the jail		█	
11	Strengthen the existing reentry services program, which offers programs to detained people that address health, relationships, employment and other needs, and infuse a cognitive behavioral approach throughout the reentry system		█	
12	Make it easier for people returning to the community following time in jail or prison to move back home with family or live in public housing		█	
13	Launch a diversion program that will provide magisterial district judges with information and options that support people remaining in the community instead of booking them in jail at first court appearance		█	
14	Address blight and vacant properties in locations with high levels of violence			█
15	Add medical staff at intake to better address the needs of people entering the criminal legal system			█
16	Launch a new mobile competency restoration support unit, which will quickly treat and support people found not competent to stand trial who would otherwise remain detained in jail while waiting for an available bed in our state hospital			█

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Strong and Equitable Economic & Community Development	6 MO	1 YR	3YR
1	Help businesses thrive in neighborhood commercial districts through the Allegheny Together program	█		
2	Deepen the County’s partnership with the City of Pittsburgh and the Allegheny Conference, and local development groups to collectively invest in downtown Pittsburgh	█		
3	Make it easier for minority- and women-owned businesses to contract with the County, beginning with an equity review of existing contracting processes to identify how County can invite greater participation from minority- and locally-owned businesses	█		
4	Conduct a public engagement and education campaign, supported by the County’s Human Relations Commission on anti-discrimination policies and protections	█		
5	Strengthen the County’s partnership with the workforce investment board, Partner4Work, to connect people to high-value jobs	█		
6	Create an online tool with centralized information that makes it easier for entrepreneurs, non-profits, and business owners to access information		█	
7	Create a more user-friendly and streamlined process for small businesses by reviewing existing contracting processes		█	

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

Sustainability, Environmental Justice, and a Green Economy		6 MO	1 YR	3YR
1	Make existing job training programs more accessible to residents by removing barriers to participation	■		
2	Make it easier for small and local businesses to get certified with the County	■		
3	Create a new Director of Climate Resilience and Jobs position in the County Executive's office		■	
4	Conduct a robust national search for the next Director of the Health Department who will activate the department's powers to address pollution		■	
5	Expand Community College of Allegheny County's (CCAC) existing green job training programs and updating programs to incorporate green technology		■	
6	Implement a new strategy, spanning across all County departments, to help local green businesses grow by prioritizing local businesses in County equipment purchases		■	
7	Support municipalities to regulate land use to keep polluting facilities away from environmental justice communities			■
8	Make information about the County's work to address pollution more easily accessible			■

IMPLEMENTATION TIMELINE – DELIVERING ON COMMUNITY PRIORITIES

#	Vibrant Democracy	6 MO	1 YR	3YR
1	Launch a large-scale public education campaign to share critical voting information – such as important dates and ballot return locations – with County residents	█		
2	Improve language access so all eligible voters, regardless of the language they speak, can participate	█		
3	Help seniors and people experiencing mobility issues exercise their right to vote	█		
4	Continue to offer voter registration support to eligible voters currently detained in the Allegheny County jail.	█		
5	Make it easier and more attractive for residents to serve as poll workers	█		
6	Expand voter access by adding more locations for staffed absentee/mail-in ballot return locations and “over the counter” voting services across the county		█	

OUR PARTNERS

TRANSITION COMMITTEE HONORARY CHAIR



Austin Davis
Lieutenant Governor of
Pennsylvania

ALL IN ALLEGHENY CO-CHAIRS



Michelle McMurray
Vice President,
Program &
Community
Engagement
*The Pittsburgh
Foundation*



Monica Ruiz
Executive Director
Casa San José



Lauren Connelly
Vice President, Local
Government Affairs and
Advocacy
*Allegheny Conference
on Community
Development*

POLICY COMMITTEES

HEALTHY FAMILIES AND HIGH-QUALITY HUMAN SERVICES

Co-Chair - Jada Shirriel, Chief Executive Officer, Healthy Start, Inc.

Co-Chair - Karen Wolk Feinstein PhD, President & CEO, Jewish
Healthcare Foundation

Co-Chair - Tiffany L Gary-Webb, Professor of Epidemiology, University
of Pittsburgh School of Public Health

Alice Bell, Overdose Prevention Project Director, Prevention Point
Pittsburgh

Ben Stahl, D.Sc., Chief Executive Officer, Veterans Leadership Program

BJ Leber, President & CEO, Adagio Health

Chris Hunter, RN from WPIC

Cori Fraser, LSW, Executive Director, Pittsburgh Center for Autistic
Advocacy

Deborah Gentile MD, Medical Director, Community Partners in Asthma
Care

Doug Williams, President & CEO, Renewal, Inc.

Dr. Elizabeth Miller, Medical Director, Community Health, UPMC
Children's Hospital of Pittsburgh

Eric G. Hulseley, DrPH, Senior Technical Advisor: Drug Use Epidemiology
and Data, Vital Strategies

Jennifer Modell, Executive Director, Locally Served

Jodi Faltin, BSN, RN, CCRN

Kannu Sahni, VP Community Affairs, Highmark + AHN

Kristy Trautmann, Executive Director, FISA Foundation

Laura A. Maines, CEO, Every Child, Inc.

Maya Ragavan, Assistant Professor of Pediatrics; University of
Pittsburgh and UPMC Children's Hospital of Pittsburgh

Noble Maseru, Director, Social Justice and Professor of Public Health
Practice University of Pittsburgh Schools of Health Sciences Office of

Diversity, Equity and Inclusion

Rochelle Jackson, Founding CEO Black Women's Policy Center

Sarah Rosso, Executive Director, Hugh Lane Wellness Foundation

Susanne Cole, President/CEO, Pressley Ridge

Sydney Etheredge, President and CEO, Planned Parenthood of
Western Pennsylvania

Dr. Sylvia Owusu-Ansah, MD, MPH, FAAP

Dr. Trisha Gadson, Chief Executive Officer, Jefferson Regional
Foundation

Uday Palled, Councilman, Franklin Park

HOUSING FOR ALL

Co-Chair - Lena Andrews, Vice President of Real Estate Development,
ACTION-Housing, Inc.

Co-Chair - Steven Mosites, President, The Mosites Company

Co-Chair - Sydney Hayden, ACHA Board of Directors/ACHA RAB

Anthony Costa, AWK Development

Arthur Pang, Manager, FHLBank Pittsburgh

Bob Damewood, Senior Staff Attorney, Regional Housing Legal
Services

Chavaysha Chaney, Manager of Advocacy and Health Policy, Women
for a Healthy Environment

Cynthia Oliver, Executive Director, Three Rivers Business Alliance

David K. Roger, President and Trustee, Hillman Foundation

David Vatz, Organizing Director, Pro-Housing Pittsburgh

Dena Stanley, Executive Director, TransYOUning

Ed Nusser, Executive Director, City of Bridges Community Land Trust

Jane A. Downing, formerly, The Pittsburgh Foundation

Senior Program Officer, The Pittsburgh Foundation

Jason Wrona, Attorney, Meyer Unkovic & Scott

John J. Katz, President, Brandywine Communities

Ken Doyno, AIA, President, Rothschild Doyno Collaborative

Kendall Pelling, Executive Director, Rising Tide Partners

Laura Poskin, Executive Director, Age-Friendly Greater Pittsburgh

Lucas B Piatt, CEO, Piatt Companies

Megan Hammond, Executive Director, Fair Housing Partnership of
Greater Pittsburgh

P. Nathaniel Boe, Esq., President & CEO, MidPoint Group of
Companies, Inc.

Preston Moore, Realtor

Steve Mazza, Council Representative, Greater PA Council Of
Carpenters

Swain Uber, Housing Attorney, Community Justice Project

William Gatti, President/CEO, TREK Development Group

OPEN AND ACCESSIBLE GOVERNMENT

Co-Chair - Geoff Webster, Pittsburgh Futures Collaborative
description

Co-Chair - Michael Lamb, Pittsburgh City Controller/Attorney at Law

Co-Chair - Tara Matthews, Consultant, Aspirant

Amanda Settlermaier, Executive Director, Turtle Creek Valley Council of
Governments

Annafi Wahed, Founder and CEO of The Flip Side

Beth Schwanke, Executive Director, Pitt Cyber
David J. Pasternak, Chair, Tri-COG Landbank
Doris Carson Williams, Chief Executive Officer African American Chamber of Commerce West PA
Emma F. E. Shoucair, Associate, Dentons Cohen & Grigsby
Heidi Norman, Director of Innovation and Performance, City of Pittsburgh
Illah R. Nourbakhsh, Professor, Executive Director, Trustee
Itha Cao, Director of Digital Inclusion and Innovation, Neighborhood Allies
John D Galuska, Director AFSCME Council 84
Jonathon Jensen, Rector, Calvary Episcopal Church
Joy M. Ruff, AICP, Executive Director, Local Government Academy
LaTrenda Sherrill, Founder, Principal Common Cause Consultants
Laura Meixell Cunniff, IT Project Manager, US General Services Administration
Lydia Morin, Executive Director, CONNECT
Robert Gradeck, Project Director, Western Pennsylvania Regional Data Center, University of Pittsburgh
Willy McKain, CPA, Chief Operating Officer, Allegheny Conference

ROBUST EDUCATION, WORKFORCE DEVELOPMENT, AND YOUTH INVESTMENTS

Co-Chair - Cara Ciminillo, Executive Director, Trying Together
Co-Chair - Donta Green, Executive Director, Trade Institute of Pittsburgh
Co-Chair - LaShawn Burton Faulk, Executive Director, Manchester Citizens Corp

Allyce Pinchback-Johnson, Co-Founder, Black Women for a Better Education
Brooks Broadhurst, Vice President, Eat N' Park Hospitality Group
Carey A Harris, CEO, Literacy Pittsburgh
Chaquita H. Barnett, Program Director, Introduction to the Construction Trades
Daria C. Crawley, Ph.D., Professor, Robert Morris University
Dr. Diamonte Walker, CEO, Pittsburgh Scholar House
Donald Breitbarth, MEd, Secretary, AFT Local 2067 at CCAC
Earl Buford, President, CAEL
Ernest Bellamy, Urban Designer
Gregg Behr, Executive Director, The Grable Foundation
Ilyssa Manspeizer, Executive Director, Landforce
James Fogarty, Executive Director, A+ Schools
Jen Flanagan, Executive Director & Founder, Community Kitchen Pittsburgh
Jennifer K. Statler, Pennsylvania State Education Association
Jordan Golin, President & CEO, Jewish Family and Community Services
Kathy Humphrey, President, Carlow University
Kevin Jenkins, President & CEO, Manchester Bidwell Corporation
Majestic Lane, Chief Equity Officer, Allegheny Conference on Community Development
Maurice Cobb, Rapid Response Coordinator, USW
Michael Penn Colaresi, Associate Vice Provost for Data Science and William S. Dietrich II Professor, University of Pittsburgh
Michelle Figlar, Executive Director, Birmingham Foundation
Mizanoor Biswas, Partner, BurghNest Capital LLC
Nina Esposito-Visgitis, President, Pittsburgh Federation of Teachers
Dr. Robert Scherrer, Executive Director, Allegheny Intermediate Unit (AIU)
Ron Idoko, Director of Social Innovation, Frederick Honors College and Associate Director, Center on Race and Social Problems, University of Pittsburgh

Dr. Shari Payne, Dean, School of Continuing and Professional Studies/Director of Online Education/Acting Dean, School of Education at Point Park University
Susie Puskar, Chief Policy and Research Officer, Partner4Work
Tim Smith, CEO, Center of Life
Dr. Wayne N. Walters, Superintendent, Pittsburgh Public Schools
William Generett Jr., Senior Vice President External Relations, Duquesne University
William H. Curtis, Senior Pastor, Mt. Ararat Baptist Church

RELIABLE, MODERN TRANSPORTATION, AND INFRASTRUCTURE

Co-Chair - Laura Chu Wiens, Executive Director, Pittsburghers for Public Transit
Co-Chair - Lynn Colosi, Senior Consultant, Delta Development Group
Co-Chair - Thomas R. McIntyre, Business Manager/Financial Secretary, IBEW Local #5

Alisa Grishman, Founder, Access Mob Pittsburgh
Chester Babst, Chairman of the Board of Directors of the Allegheny County Parks Foundation
Chris Sandvig, Founder and Executive Director, Mobilify Southwestern Pennsylvania
Emily Elizer, Director, Government Affairs, Law & Compliance, PPG
Errol S. Abdulla, PE, President, AWK Consulting Engineers
Gil Berry, President and CEO, Gil Berry & Associates
James Feath, Assistant Vice President, HRG
Jenis Walsh, Political Coordinator, SEIU 32BJ
Jennifer Blatz, Program Director, Greater Pittsburgh Digital Inclusion Alliance
Karen Lightman, Executive Director, Metro21 & Safety21, Carnegie Mellon University
Kevin Kerr, Principal, Cozen O'Connor Public Strategies
Knowledge Hudson, Executive Director, Watersheds of South Pittsburgh
Lisa Werder Brown, Executive Director, Watersheds of South Pittsburgh
Liz Fishback, Director of State and Local Affairs, Stack AV Co.
Marcie Callan, Director of Government Affairs, Comcast
Ngani Ndimbie, Transportation Sustainability Consultant, High Street Consulting
Rob Vescio, Principal, Dentons Cohen & Grigsby
Ross V. Nicotero III, President and Business Agent, ATU LOCAL 85 PGH
Scott Bricker, Executive Director, BikePGH
Vince Tutino, President, Lindy Paving, Inc.

SAFE COMMUNITIES AND JUSTICE FOR ALL

Co-Chair - Barbara Griffin, Director, Pro Bono Center of the Allegheny County Bar Foundation
Co-Chair - John Wetzel, CEO, Phronema Justice Strategies
Co-Chair - Mike Vogel, Chief of Police, Allegheny County Housing Authority PD
Co-Chair - Miracle L. Jones, MSW, ESQ., Director of Policy and Advocacy, 1Hood Media

Anna Hollis Kander, Executive Director, Amachi Pittsburgh
Andrew Baranoski, Executive Director at Pennsylvania Immigration Resource Center
Brandi Fisher, CEO, Alliance for Police Accountability (APA)
Carolyn Chavis (Talibah), CJ Chavis
Diana Bucco, President, Buhl Foundation
Greg Porter, Executive Director at Ross-Westview EMS Rescue, Fire Chief for Etna Borough Fire Department

SUSTAINABILITY, ENVIRONMENTAL JUSTICE, AND A GREEN ECONOMY

Co-Chair - Ashleigh Deemer, Deputy Director, PennEnvironment

Co-Chair - Bernie Hall, United Steelworkers, District 10 Director

Co-Chair - NaTisha Washington, Communications Manager, The Breathe Project

Alyssa Lyon, Director, Black Environmental Collective

Andrew Flynn, Mt. Lebanon Commissioner

Ashley Henry Shook, Principal, Mulberry Public Affairs LLC

Dr. Aurora Sharrard, Executive Director of Sustainability, University of Pittsburgh

Bryan Iams, Vice President and Chief Communications Officer, PPG

Danielle Crumrine, Executive Director, Tree Pittsburgh

Darnell Moses, Interim Executive Director, Grounded Strategies

Jeanee Zappa, Executive Director, Keystone Energy Efficiency Alliance

Kanak Iyer, Ph.D, President, Kanakadhara Financial Enterprise

Matt Barron, Program Director, Sustainability; The Heinz Endowments

Megan McDonough, Pennsylvania Director, Food & Water Watch

Noor Un Nahar, Environmental Engineer

Patricia M. DeMarco, Principal Consultant, Main St. Associates

Richard V. Piacentini, President and CEO, Phipps Conservatory and Botanical Gardens

Sister Janice Vanderneck, Saint Joseph Director of Civic Engagement for Casa San Jose

Tom Pike, Political Engagement Team Coordinator, Sunrise Movement Pittsburgh

Tom Torres, Ohio River Valley Institute

VIBRANT DEMOCRACY

Co-Chair - Khalif Ali, Director, New Pennsylvania Project

Co-Chair - Sabrina Yow-chyi Liu, President, APALA Pittsburgh (Asian Pacific American Labor Alliance Pittsburgh Chapter)

Alec Rieger, Executive Director, NextGen:Pgh

Alex Heckler, Founder and Managing Partner, LSN Partners

Brittany Smith, Executive Director, Pennsylvania Alliance Foundation

Dana Brown, Ph.D., Executive Director, Pennsylvania Center for Women and Politics

Daniel Fellman, Rabbi, Temple Sinai

Frederick W. Thieman, Thieman Legal LLC, Former United States Attorney and former President, the Buhl Foundation

Jasiri X, Co-Founder and CEO, 1Hood Media

Jeimy Ibarra, Pittsburgh Chapter Director with Pittsburgh/ PA United

Jessica Priselac, Duane Morris LLP

Jessica Walls Lavelle, President, JWLL Strategies LLC

Maryn Formley, Founder & Executive Director of VEEEM Pittsburgh

Melanie Marie Boyer, Executive Director, Pittsburgh Metropolitan Area Hispanic Chamber of Commerce and Foundation

Morgan Overton, Vice-Chairwoman, Allegheny County Democratic Committee

Nathaniel Yap, Vice Chair, Pittsburgh 7th Ward Democratic Committee

Nello Giorgetti, Principal, Dentons Cohen and Grigsby Public Affairs

Jay Moser, Principal, New Academy Charter School

John Kenstowicz, Criminologist, Pa, Impact Interfaith Network

Marla Tobe Werner, Co-founder and CEO, Givver

Michele Panella-Mildrich, Business Agent, SEIU Local 668

Nicole Molinero, President/CEO, Women's Center & Shelter of Greater Pittsburgh

Ralph Sicuro, President, Pittsburgh Fire Fighters IAFF Local No.1

Rev. Cornell Jones, Director of Street Outreach for the City of Pittsburgh and Executive Director of Operation Amani

Rev. Paul Abernathy CEO, Neighborhood Resilience Project

Rob Perkins, President, Allegheny Lawyers' Initiative for Justice

Sadie Restivo, Interim Executive Director, Pittsburgh Action Against Rape

Shawn A. Brokos, Director of Security for the Jewish Federation

Tanisha Long, Community Organizer, Abolitionist Law Center

Terri Minor Spencer, Executive Director of West End P.O.W.E.R.

Timothy R. Komoroski Sr., Chief of Police, Borough of Millvale

STRONG AND EQUITABLE ECONOMIC AND COMMUNITY DEVELOPMENT

Co-Chair - Kevin E. Walker, President and CEO, Duquesne Light

Co-Chair - Rob Stephany, Senior Program Director, Community & Economic Development, Heinz Endowments

Co-Chair - Tammy T. Thompson, Founding Executive Director, Catapult Greater Pittsburgh

Clifford B. Levine, Shareholder, Dentons, Cohen & Grigsby, PC

Dan Connolly, Attorney

Derrick L. Tillman, President & CEO, Bridging the Gap Development, LLC

Greg Jordan, General Counsel and Chief Administrative Officer, PNC

Herky Pollock, Executive Vice President & Northeast Director Retailer Services Group-CBRE, Inc.

Izzy Rudolph, President and CEO, McKnight Realty Partners

Jeremy Waldrup, President & CEO, Pittsburgh Downtown Partnership

Joanne Kilgour, Executive Director, Ohio River Valley Institute

John Valentine, Executive Director, Downtown Neighbors Alliance

Joseph Hall Executive Director, Kelly Strayhorn Theater

Juan Garrett, Executive Director, Riverside Center for Innovation

Kelauni Jasmyn, CEO, Black Tech Nation

Kendra Whitlock Ingram, President and CEO, Pittsburgh Cultural Trust

Kevin McPhillips, Executive Director and CEO, Pennsylvania Center for Employee Ownership

Kevin Washo, Senior Vice Chancellor for University Relations and Chief of Staff

Kinsey Casey, Associate Vice Chancellor for Economic Development, Health Sciences, University of Pittsburgh

Lauren Brinjac, Senior Director of Legislative Affairs, Pennsylvania Restaurant & Lodging Association

Matt Smith, Chief Growth Officer, Allegheny Conference on Community Development

Megan Shaw, Executive Director, Pittsburgh Life Sciences Alliance

Nadyli Nunez, Executive Director, Ascender

Ray Boyer, Partner, Mercedes Advisors

Richard Parsakian, Owner, Eons Fashion

Sam Reiman, Director, Richard King Mellon Foundation

Sam Williamson District Director, SEIU 32BJ

Sean C. Luther, President + CEO, InnovatePGH

Thomas C. Melisko, Jr., Business Manager, IUOE Local 66

Tina Doose, Principal with Main Street & Associates

Yvonne Campos, Founder, Next Act Fund

TRANSITION COMMITTEE

(continued)

TALENT COMMITTEE CO-CHAIRS



Robert Cherry
Chief Executive Officer
Partner4Work



Farnam Jahanian
President
Carnegie Mellon University



Jennifer Rafanan Kennedy
Executive Director
Pennsylvania Foundation

TALENT COMMITTEE MEMBERS

ELECTED OFFICIALS

Office of U.S. Senator Bob Casey

Jordan Ball, Political and Operations Director

Office of U.S. Senator John Fetterman

Bobby Maggio, Senior Advisor

Office of U.S. Representative Chris Deluzio

Caroline Lowe, District Director

Office of U.S. Representative Summer Lee

Brandon Forbes, District Director

Office of Governor Josh Shapiro

Dana Fritz, Chief of Staff

State Senator Jay Costa

Pennsylvania State Senator

Mayor Ed Gainey

City Of Pittsburgh

ADDITIONAL MEMBERS

Curtis Aiken, President, CEO & Founder, *ProTech Compliance, Inc.*

Carlos Carter, President & CEO, *Urban League of Greater Pittsburgh*

Steve Catanese, President, *SEIU Local 668*

Dr. Kathi Elliott, CEO, *Gwen's Girls*, *Convener of the Black Girls Equity Alliance*

Dave Henderson, Executive Director, *AFSCME State Council*

David Holmberg, President & CEO, *Highmark Health*

Darrin Kelly, President, *Allegheny-Fayette Central Labor Council*

Joylette Portlock, Executive Director, *Sustainable Pittsburgh*

Silas Russell, Executive Vice President, *SEIU Healthcare Pennsylvania*

Lisa Schroeder, President & CEO, *The Pittsburgh Foundation*

Andréa Stanford, Director, Pittsburgh Regional Manager, *BNY Mellon*

Guillermo Velazquez, Executive Director, *Pittsburgh Hispanic Development Corporation*

TRANSITION STAFF

Grant Gittlen

Transition Director

Abigail Gardner

Transition Communications Director

Kevin Kinross

Former Chief of Staff

Allegheny County Executive Dan Onorato

IMPLEMENTATION PARTNERS

PROJECT MANAGEMENT

HR&A Advisors

CANVASSING PARTNERS

Pennsylvania United

One Pennsylvania (OnePA)

Food & Water Watch

ADDITIONAL ENGAGEMENT PARTNERS

Casa San Jose

Homeless Children's Education Fund

Youth Enrichment Services (YES)

LOCAL BUSINESSES THAT SUPPORTED ALL IN COMMUNITY EVENTS

Gina Vensel, Justin Belko, Easy Street

2CPremium Coffee

Bistro to Go

CK1 Entertainment

Community Kitchen

Event Source

Global Wordsmiths

Gray Phoenix Productions

Nepali Translation Services

Pennsylvania Resources Council

Photos and Video: Jonathan Brown

Raff Printing

Sign Language Interpreting Professionals (SLIP)

PHILANTHROPIC SUPPORT

HEINZ ENDOWMENTS

BUHL FOUNDATION

PENNSYLVANIA UNITED

THE PITTSBURGH FOUNDATION

OHIO RIVER VALLEY INSTITUTE

LOCAL PROGRESS

OPEN SOCIETY FOUNDATIONS

ALLEGHENY COUNTY DEPARTMENT PARTICIPANTS

ADMINISTRATIVE SERVICES

Carolyn Brooks
Danielle Johnson
David Voye
Ellen Allen
Frank Aggazio
Jessica Garofolo
Jim Davis
Kelly Stockman
Kim Flaherty-Dineley
Kristie Haus
Lori Brown
Mary Beth Snyder
Michele Cipcic

ALLEGHENY COUNTY HOUSING AUTHORITY

Beverly Moore
Jane Danesvich
Jenna Robin
Luke Lewis
Rich Stephenson

ALLEGHENY COUNTY JAIL

Shane Dady

BUDGET AND FINANCE

Adam Lentz
Elliot Rambo
Melissa Javorsky
Stacie Perez
Timothy Cox

BUREAU OF CORRECTIONS

Blythe Toma
Jason Beasom

CHILDREN'S INITIATIVES

Allison Melczak
DaMarra Underwood
Grace McGowen
Jeremy Blache-Schwartz
Rebecca Daugherty
Rebecca Mercatoris
Tylor Hart

COMMUNITY COLLEGE OF ALLEGHENY COUNTY

Charlene Newkirk
Debra Roach
Dorothy Collins
Evon Walters
Ketwana Schoos
Kimberly Manigault
Nick Mance
Quinton Bullock
Sara Conroy
Stephen Wells

COUNTY EXECUTIVE'S OFFICE

Abigail Gardner
Alexandria Muenz
Beth Turnbull
Darla Cravotta
Ernest Rajakone
Grant Gittlen
Lauren DeDomenic
Leah Friedman
Olivia Settle

COUNTY MANAGER'S OFFICE

Ali Greenholt
Campbell North
Carina Mendola
Dan Andrus
Geoffrey Arnold
Jennifer Liptak
Joanne Foerester
Justin Wier
Nicole Dunn
Stephen Pilarski

COURT RECORDS

Kimberly Zombeck
Michael McGeever
Patricia Capozoli
Timothy Collins

ECONOMIC DEVELOPMENT

Ann Ogoreuc
Bria Cook
Dan Bish
Elissa DiNello
Erin Deasy
Jaclyn Karolski
Jim Johnston
Joel Segel
Nathan Wetzel
Sharon Schmidt
Simone McMeans
Sydney Rabinovitz

EMERGENCY SERVICES

Matthew Brown

EQUITY AND INCLUSION

Damian Wiles
Lisa Edmonds

FACILITIES MANAGEMENT

Christopher Gelik
Kevin Halaja

HEALTH

Dannai Wilson
Geoff Rabinowitz
Kim Joyce
Otis Pitts
Patrick Dowd
Stephen Strotmeyer

HUMAN RESOURCES

Annie Borelli
Bill Graham
Jamie Regan
Laura Zaspel
Maggie Cercone
Renee O'Brien

HUMAN SERVICES

Abby Horn
Adriana Sanchez-Solis
Andy Halfhill
Betsy Caroff
Chuck Keenan
Courtney Lewis
Erin Dalton
Jace Ransom
Jenn Batterton
Jessica Ruffin
Manny Olaseinde
Nick Cotter
Reggie Smith
Shannah Gilliam
Stuart Fisk

INFORMATION TECHNOLOGY

Cheryl Beckas
Donna Dineley
Jason Ditzenberger
Jay Wingerter
Mike Kosco
Shamna Raghavan Nair

KANE COMMUNITY LIVING CENTERS

Bill LaLonde
Coleen Rose
Dennis Biondo
Heather Dietz
Maureen (Mimi) Varasse
Melissa Barcic
Neil Bowser
Robert Wernicki
Susan Long

LAW

Brian Dunbar
Rosalyn Guy-McCorkle

MARKETING

Kelsey Dowd

MEDICAL EXAMINER

Aaron Schneider
Ariel Goldschmidt
Mandy Tinkey

PARKS

Andrew Baechle
Andrew Grobe
Brooke Bossong
Melissa Swedish
Rick McIntyre

PITTSBURGH REGIONAL TRANSIT (PRT)

Ashley James
Dale Miller
Deb Phillips
Jim Ritchie

POLICE

Bobbie Bertalan
Christopher Kearns
Jason Binder
Vic Joseph
Wesley McClellan

PUBLIC DEFENDER'S OFFICE

Laura McWilliams
Lena Henderson
Stacey Steiner

PUBLIC WORKS

Brent Wasko
George Thompson
Jason Molinero
Lou Coyner
Mike Burdelsky
Sean Eckle
Stephen Shanley

SUSTAINABILITY

Abby Lawler-Morycz
Brittany Prischak

VETERANS SERVICES

Kevin Carmichael

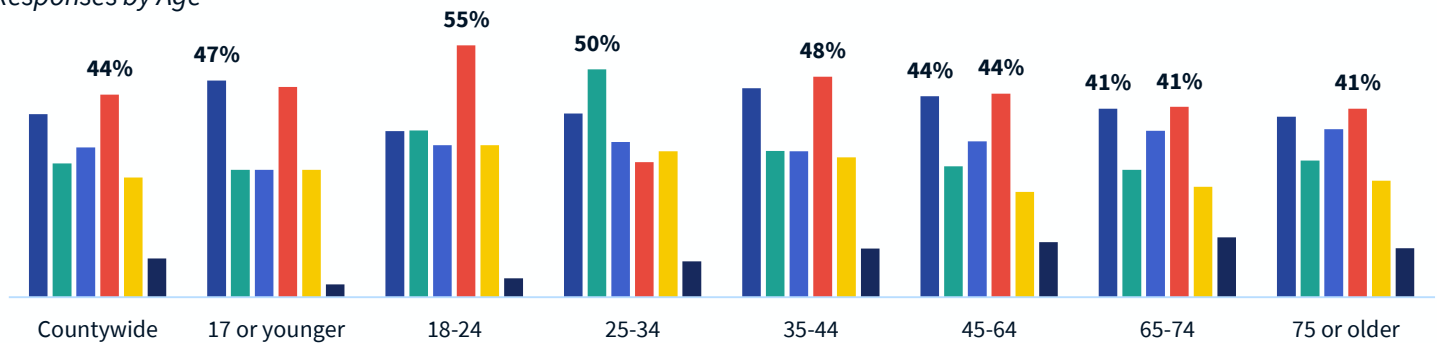
APPENDIX A

DATA ON COMMUNITY PRIORITIES

HEALTHY FAMILIES AND HIGH-QUALITY HUMAN SERVICES

WHICH ACTIONS SHOULD THE COUNTY TAKE TO IMPROVE HEALTH OUTCOMES AND LIFE EXPECTANCY IN ALLEGHENY COUNTY?

Responses by Age



Countywide, the top-ranked action was to **make it easier to enroll in programs** that help low-income residents access mental health care and social services, and to **make it easier to access mental health services**, especially for young people.

For respondents aged 25-34, the top priority was more **effective, affordable treatment for substance use disorders**.

- Make it easier to access mental health services, especially for young people
- More effective, affordable treatment for substance use disorders, including more overdose prevention services and more recovery services
- More community-based health clinics so residents can access health care near their homes
- Make it easier to enroll in programs that help low-income residents access mental healthcare, food, housing, substance use disorder services, utility assistance, disability services, or other social services in a crisis or non-crisis situation
- Improve access to safe and affordable abortion and reproductive health services
- Other

WHAT PROGRAMS SHOULD THE COUNTY EXPAND TO HELP PEOPLE DEALING WITH SUBSTANCE USE DISORDER?

Countywide (16,973)

Respondents in an Institutional Setting (456)

1

Expand youth mental health support, including offering new services in schools and community centers

Dispatch trained health professionals to respond to substance use crises instead of, or in addition to, police

2

Dispatch trained health professionals to respond to substance use crises instead of, or in addition to, police

Expand youth mental health support, including offering new services in schools and community centers

3

Hold health insurance providers accountable for covering treatment costs, where they are required to by law

Expand training in and distribution of naloxone (also known as NARCAN), a medication that can help to reverse an overdose

Responses by Housing Status

Countywide, the **top two priorities** were to expand youth mental health support and dispatch trained health professionals to substance use crises.

For respondents currently living in an institutional setting, one of their top three options was to **expand training in and distribution of naloxone (also known as NARCAN)**, a medication that can help reverse an overdose.

HEALTHY FAMILIES AND HIGH-QUALITY HUMAN SERVICES

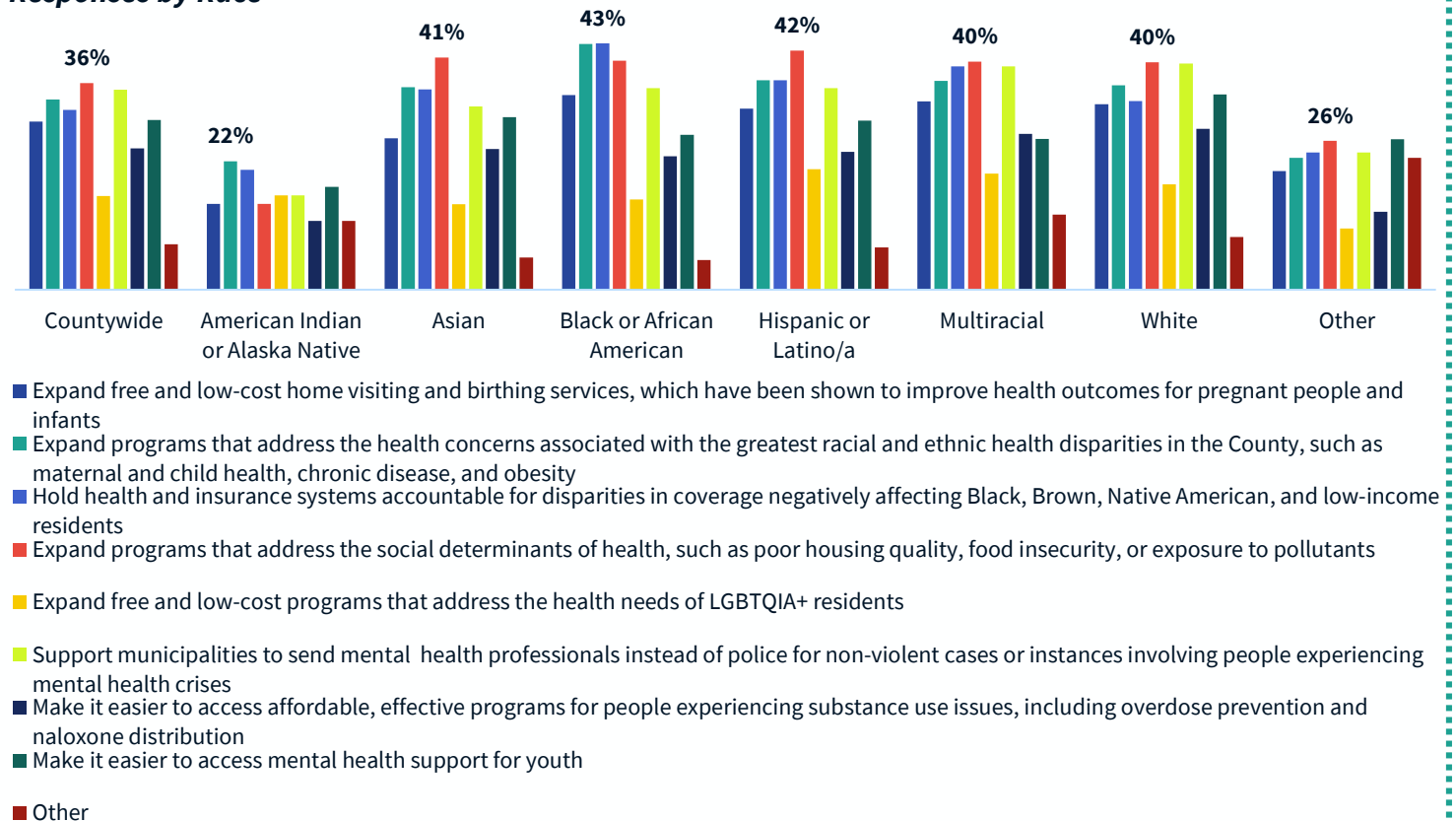
WHAT APPROACHES SHOULD THE COUNTY PRIORITIZE TO REDUCE RACIAL AND SOCIAL INEQUITIES IN HEALTH OUTCOMES AND IMPROVE THE HEALTH OF RESIDENTS IN THE COUNTY?

For **Black respondents**, the top options were holding health insurance systems accountable for disparities in coverage for marginalized groups and expanding programs addressing health concerns associated with the greatest racial health disparities, such as maternal and child health, chronic disease, and obesity.

“EXPAND COMMUNITY HEALTH CENTERS AND RECRUIT AND TRAIN MORE CLINICIANS OF COLOR. USE MORE COMMUNITY HEALTH WORKERS.”

- All In Allegheny Survey Respondent

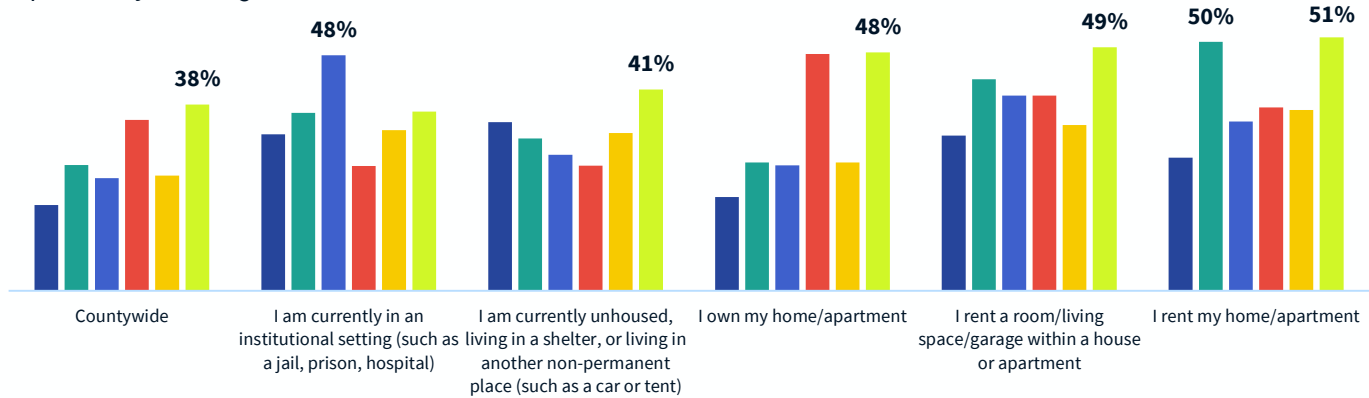
Responses by Race



HOUSING FOR ALL

WHAT SHOULD THE COUNTY DO TO HELP PEOPLE STAY IN SAFE, AFFORDABLE HOUSING?

Responses By Housing Status



Top-ranked priorities were to create programs to incentivize **more affordable housing development** and **expand funding for home repairs** for low-income homeowners.

For renters, creating additional **legal protections for renters, cracking down on illegal evictions,** and helping renters **know their rights** were ranked highest.

For residents who are currently in jail, **protecting against housing discrimination** was named as a top concern.

- Provide legal protections and expand housing services to people facing eviction or foreclosure
- Create additional legal protections for renters, crack down on illegal evictions, and help renters to know their rights
- Protect against housing discrimination, including for race, incarceration history, and eviction history
- Expand funding for home repairs for low-income homeowners
- Provide emergency financial assistance for people facing eviction or foreclosure
- Create programs to incentivize more affordable housing development

WHAT SHOULD THE COUNTY DO TO HELP CREATE MORE AFFORDABLE HOUSING FOR MIDDLE- AND LOW-INCOME RESIDENTS AND FAMILIES?

	Countywide (16,973)	Black Residents (1,600)
1	Invest in renovating existing buildings to be used as affordable housing	Create more pathways to homeownership
2	Preserve currently affordable housing so residents do not become priced-out	Invest in renovating existing buildings to be used as affordable housing
3	Create more pathways to homeownership	Preserve currently affordable housing so residents do not become priced-out

Investing in renovating existing buildings to be used as affordable housing was named as the top priority across all income levels and most racial and ethnic groups.

For **Black respondents,** creating **pathways for homeownership** was the most important option.

HOUSING FOR ALL

WHAT SHOULD COUNTY GOVERNMENT DO TO BETTER MEET THE NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS?

For people currently experiencing homelessness, increasing **access to permanent housing that includes services** like health care and employment support was named the most important action the County can take.

“EXPAND MENTAL HEALTH AND DRUG TREATMENT. KEEP THE SHELTERS OPEN AND GIVE [PEOPLE] FINANCIAL ASSISTANCE AS WELL AS RENTAL ASSISTANCE.”

- All In Allegheny Survey Respondent currently living in an institutional setting

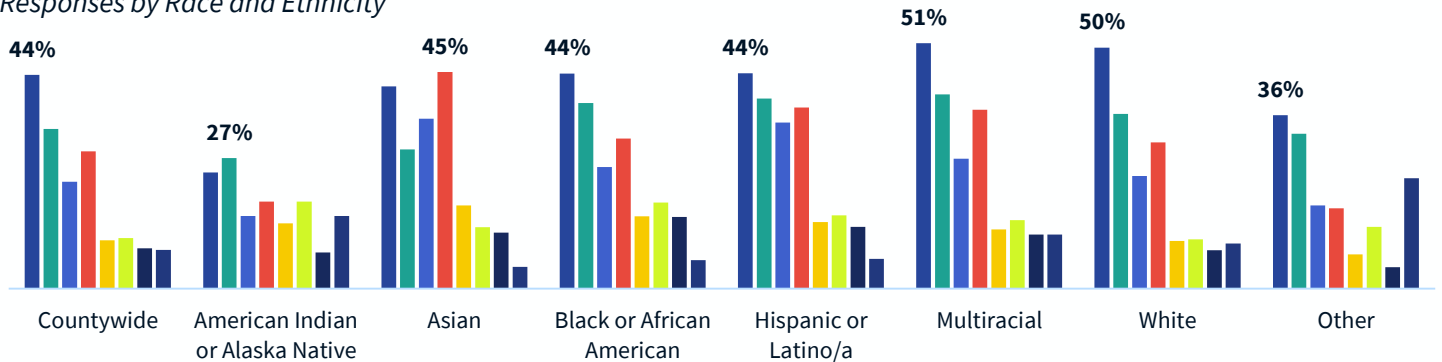
Responses by Housing Status



OPEN AND ACCESSIBLE GOVERNMENT

WHAT, IF ANYTHING, HAS PREVENTED YOU FROM SHARING YOUR NEEDS AND IDEAS WITH COUNTY GOVERNMENT LEADERS IN THE PAST?

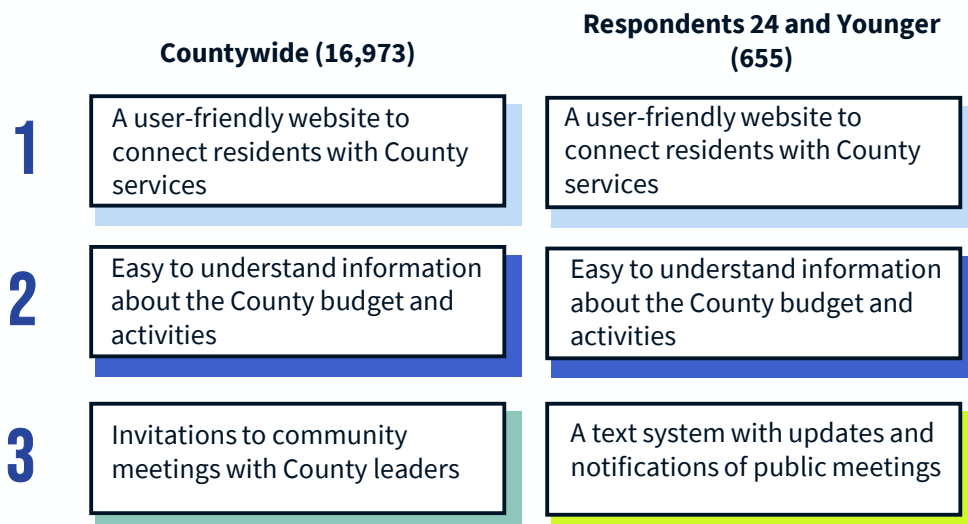
Responses by Race and Ethnicity



- Countywide, the top-ranked answers were that, before this survey, County government leaders had **not asked for respondents' input** and that they have **not felt that previous County government leaders cared about their input**.

- County leaders have not asked for my input
- I have not felt that County leaders care about my input
- I have not had enough information about what the County government does
- I have not had enough information about how/where I can get involved
- County information is hard to understand
- County information is not presented in an accessible way
- Opportunities to participate are not accessible
- Other

HOW WOULD YOU LIKE TO RECEIVE INFORMATION ABOUT COUNTY SERVICES AND OPPORTUNITIES TO SHARE YOUR IDEAS WITH COUNTY LEADERS IN THE FUTURE?



- Countywide, the top-ranked actions were to create a **simple website** that makes it easy for respondents to figure out about County services and easy to understand **information about the County budget**.
- A top option for youth under 25 was to have a **text system** that sends updates of public meetings.

OPEN AND ACCESSIBLE GOVERNMENT

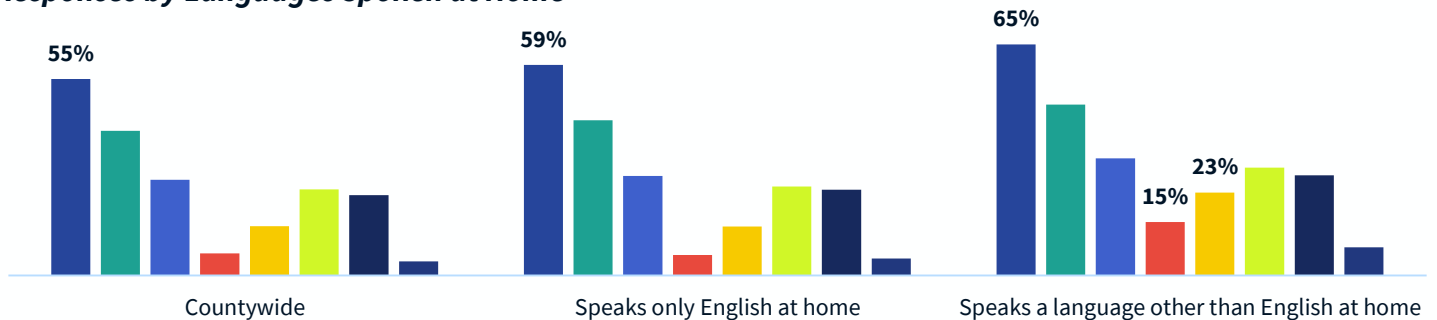
HOW WOULD YOU LIKE TO RECEIVE INFORMATION ABOUT COUNTY SERVICES AND OPPORTUNITIES TO SHARE YOUR IDEAS WITH COUNTY LEADERS IN THE FUTURE?

23% of respondents who speak a language other than English at home wanted to have easier access to the County’s **translated written materials**, and 15% would like **live translation and interpretation services** at public events.

“VIRTUAL, AT-YOUR-OWN-PAGE, TRANSLATED OPTIONS LIKE THIS SURVEY ARE GREAT!”

- All In Allegheny Survey Respondent who speaks a language other than English at home

Responses by Languages Spoken at Home

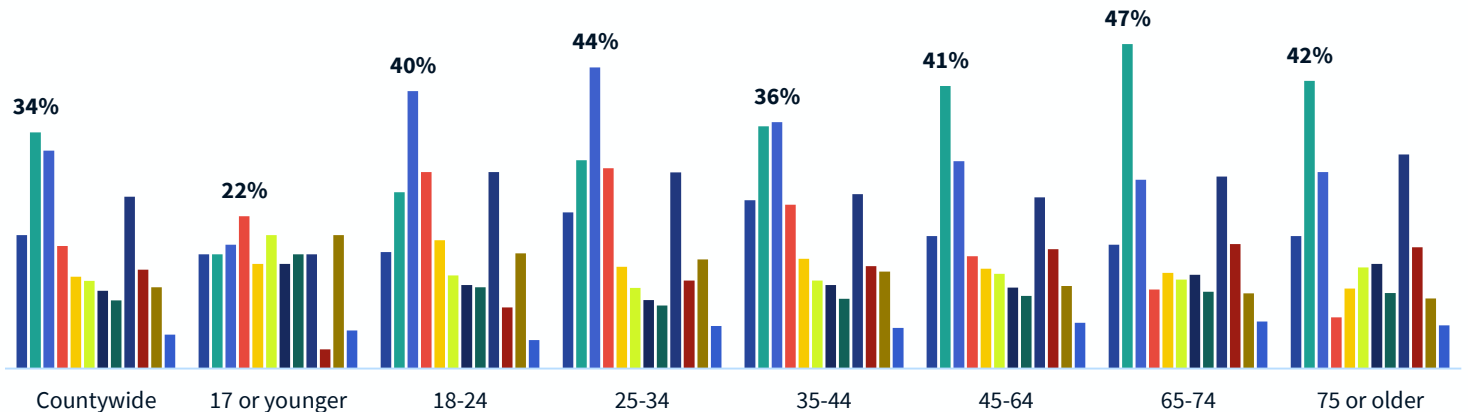


- A simple website that makes it easy for me to figure out if there is a County program or service that meets my needs and makes it easy for me to get in touch with a person who can help me access the service or program
- Easy to understand information about how the County spends its budget and the County's major decisions and activities
- Invitations to community meetings with County leaders where I can learn more about their work and where I can share my needs, opinions, and ideas
- Live translation and interpretation services at public events
- Easy access to the County's written materials translated into all of the most prominent languages spoken in Allegheny County
- A text system that sends me updates on issues I care about, including notifications of meetings I can attend
- A phone number I can call to ask questions, report an issue, and be directed to the County programs or services I need
- Other

RELIABLE, MODERN TRANSPORTATION AND INFRASTRUCTURE

WHAT TYPES OF INFRASTRUCTURE PROJECTS WOULD MAKE THE GREATEST POSITIVE IMPACT IN YOUR COMMUNITY?

Responses by Age



Countywide, the top priority was to **improve the maintenance of County-owned roads and bridges** followed by **increasing reliable, affordable public transportation options**, and **replacing lead pipes** throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices.

Residents ages 18-24 selected **reliable, affordable public transportation options** as their top choice, while residents 45 and above selected **improved maintenance of roads and bridges**.

The top option for respondents earning less than \$25,000 and for respondents living in Pittsburgh was to have **reliable, affordable public transportation options**.

- Projects that improve air quality
- Improved maintenance of County-owned roads and bridges
- Reliable, affordable public transportation options
- Safe and connected trails, bikeways, and sidewalks
- Improved water quality
- Projects that create sustainable energy for homes and buildings
- Improved waste reduction and recycling
- Reliable, affordable high-speed internet
- Replacement of lead pipes throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices
- Projects that address flooding, landslides, and the impacts of extreme weather
- Improved parks and more greenspaces
- Other

RELIABLE, MODERN TRANSPORTATION AND INFRASTRUCTURE

WHAT TYPES OF INFRASTRUCTURE PROJECTS WOULD MAKE THE GREATEST POSITIVE IMPACT IN YOUR COMMUNITY?

The top choice for Black or African-American respondents was to **replace lead pipes** throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices.

“LEAD TESTING AND MITIGATION RESOURCES AND SERVICES ARE ESPECIALLY IMPORTANT FOR HOMES WITH CHILDREN”

- All In Allegheny Survey Respondent

Countywide (16,973)

1

Improved maintenance of County-owned roads and bridges

2

Reliable, affordable public transportation options

3

Replacement of lead pipes throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices

Black or African American Respondents (1,600)

Replacement of lead pipes throughout the county, beginning in communities most impacted by lead exposure and other environmental injustices

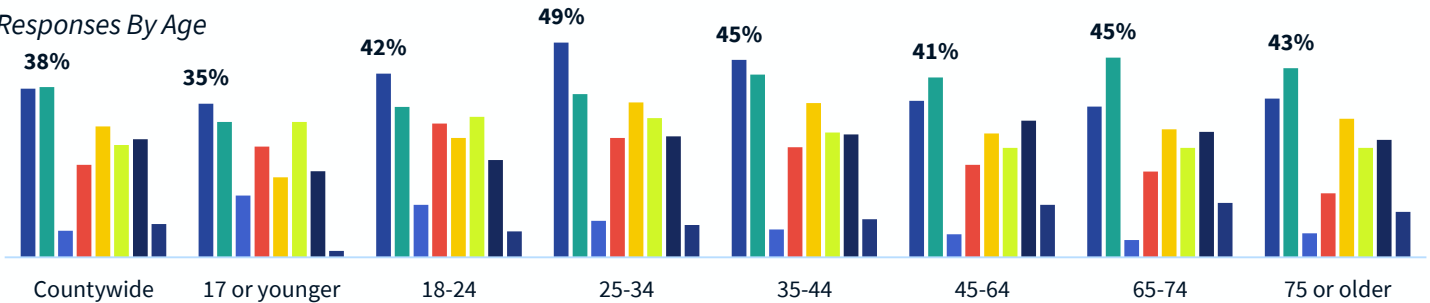
Reliable, affordable public transportation options

Improved maintenance of County-owned roads and bridges

ROBUST EDUCATION, WORKFORCE DEVELOPMENT, AND YOUTH INVESTMENTS

WHAT ACTIONS SHOULD THE COUNTY TAKE TO GIVE CHILDREN IN ALLEGHENY COUNTY THE STRONGEST START IN LIFE?

Responses By Age



- Countywide, the top-ranked actions were to expand high-quality **before- and after-school programs** and **summer programs** for students in kindergarten through 12th grade, and to make sure every family can access **affordable child care**.
- One of the top priorities for youth under age 17 was to expand access to **healthy food** for young people and their families.
- Respondents under age 44 prioritized making sure every family could access **affordable child care**.

- Make sure every family can access affordable childcare, including providing financial assistance to families
- Expand high-quality before- and after-school programs and summer programs for students in kindergarten through 12th grade
- Improve language accessibility and cultural sensitivity in County programs that serve young people and their families
- Expand high-quality, free and low-cost recreation activities for young people
- Increase pay for childcare workers, so we can hire the workforce needed to serve the families of Allegheny County
- Expand access to healthy food for young people and their families
- Expand mental health services for young people and their families
- Other

WHAT SHOULD THE COUNTY DO TO HELP PEOPLE INCREASE THEIR ACCESS TO GOOD-PAYING JOBS?

Countywide (16,973)

1

Expand paid training and job opportunities in growing industries

2

Expand affordable transit and child care to help people get to work

3

Invest in free internet, computer access, and technology training

Respondents Earning Less Than \$25,000 (1,569)

Expand affordable transit and child care to help people get to work

Expand paid training and job opportunities in growing industries

Invest in free internet, computer access, and technology training

- Countywide, the top-ranked actions were to **expand paid training and work experience opportunities** to help people prepare for good-paying jobs in growing industries.
- The top priority for respondents earning less than \$25,000 was to **expand affordable transit and child care** to help people get to work.

ROBUST EDUCATION, WORKFORCE DEVELOPMENT, AND YOUTH INVESTMENTS

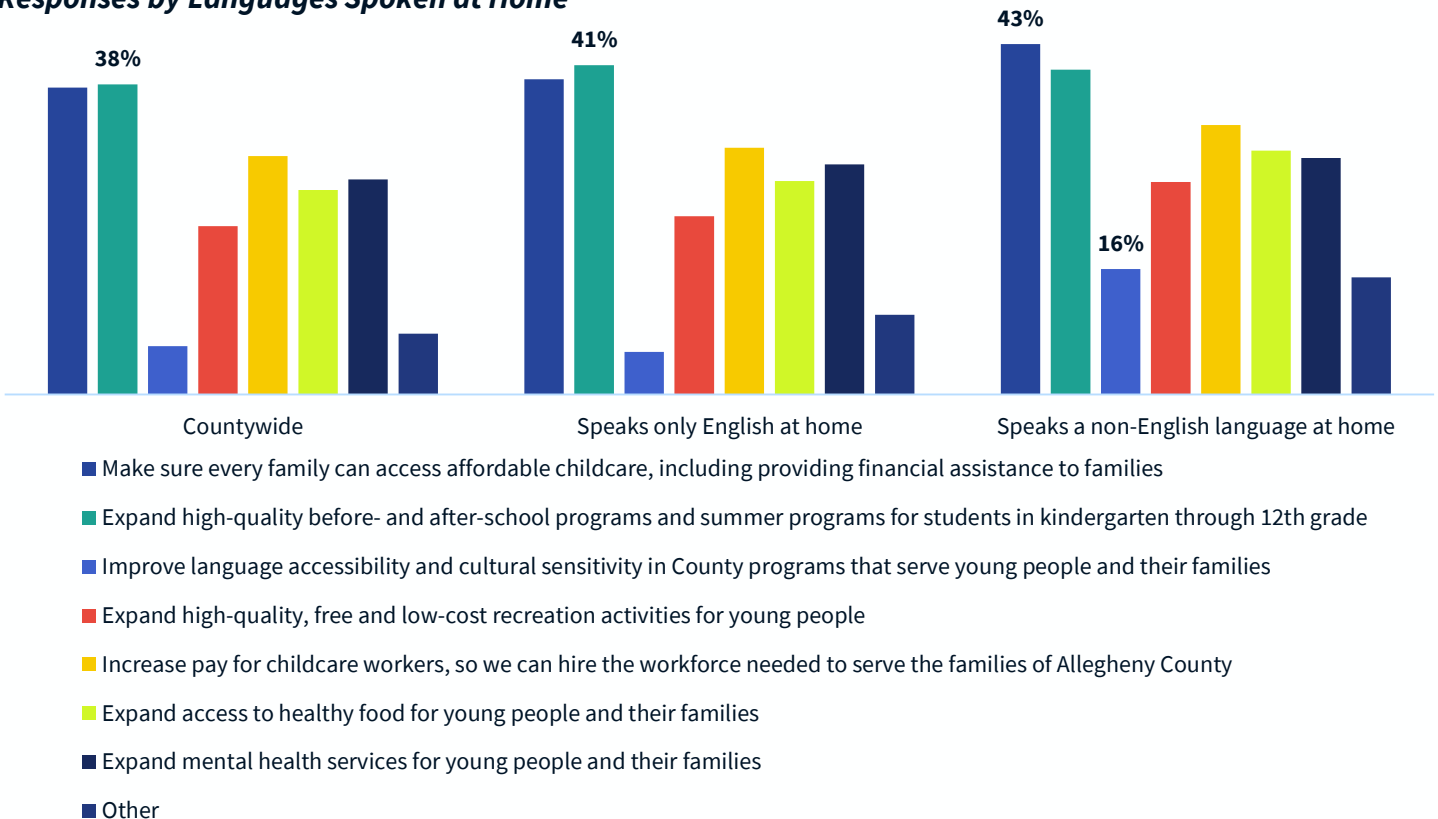
WHAT ACTIONS SHOULD THE COUNTY TAKE TO GIVE CHILDREN IN ALLEGHENY COUNTY THE STRONGEST START IN LIFE?

The top priority for respondents who speak languages other than English at home was to make sure every family can access **affordable child care**. Compared to the rest of the county, improving **language accessibility** and **cultural sensitivity** in County programs serving youth was a higher priority for these respondents.

“MORE COMMUNITY-BASED RESOURCES TO HELP STRUGGLING PARENTS MEET THE NEEDS OF THEIR FAMILIES, WHICH MAY DIFFER FROM BOROUGH TO BOROUGH.”

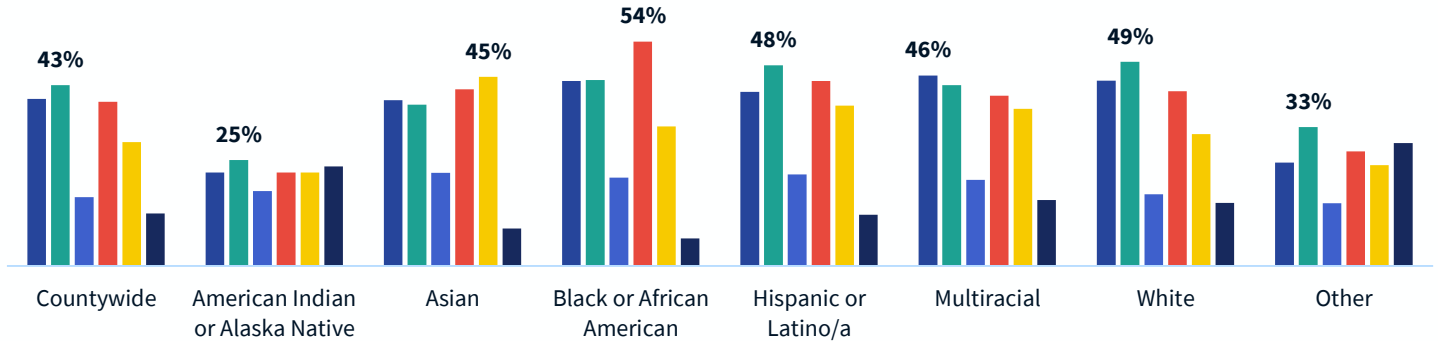
- All In Allegheny Survey Respondent

Responses by Languages Spoken at Home



SAFE COMMUNITIES AND JUSTICE FOR ALL

WHAT ACTIONS WOULD YOU LIKE THE COUNTY TO TAKE TO PROMOTE SAFETY IN YOUR NEIGHBORHOOD?

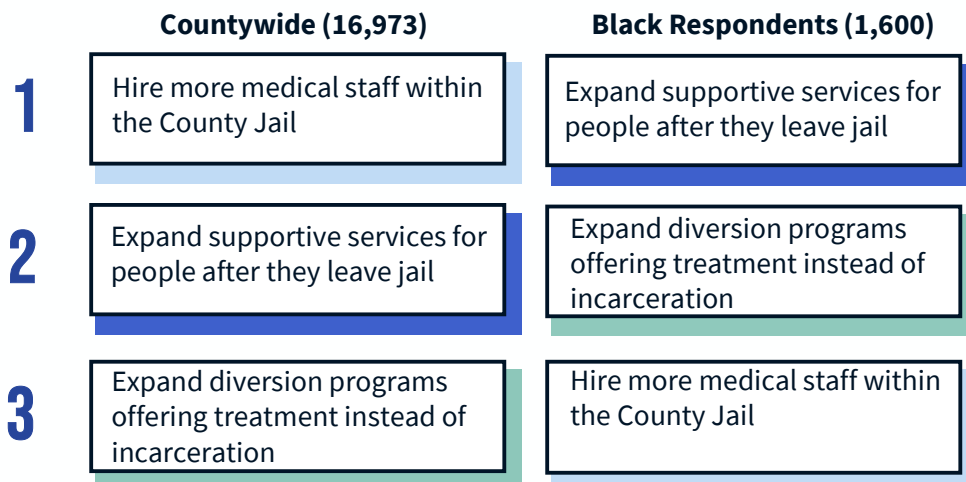


Countywide, the top-ranked actions were for the County to **reduce blight and vacant properties**, and to work with municipalities to **send mental health professionals instead of police** for non-violent cases.

Expanding safe, supportive, equitable, and high-quality **programs for youth** was the top option for Black respondents, while increased access to **programming in public spaces** was selected as the top priority among Asian respondents.

- Work with municipalities to send mental health professionals instead of police for non-violent cases or instances involving people experiencing mental health crises
- Reduce blight and vacant properties, including through developing affordable housing on currently vacant properties
- Expand programs to prevent and reduce gender-based violence and support survivors of intimate partner violence
- Expand safe, supportive, equitable, and high-quality programs for youth that include recreation and job opportunities
- Increase access to programs and events in public spaces (including parks, plazas, and community centers) and enhance lighting, accessibility, and maintenance of sidewalks
- Other

WHAT ACTIONS SHOULD THE COUNTY TAKE TO REDUCE THE NUMBER OF PEOPLE EXPERIENCING MENTAL ILLNESS AND SUBSTANCE USE DISORDER ENTERING OR REENTERING THE COUNTY JAIL AND REDUCE THE OVERALL NUMBER OF PEOPLE DETAINED IN COUNTY JAIL?



Countywide, the top-ranked action was to **hire more medical staff within the County Jail**, including specialists in mental health and substance use disorder treatment.

The top priority for Black respondents was to expand **supportive services for formerly-incarcerated people**, including housing and employment support.

SAFE COMMUNITIES AND JUSTICE FOR ALL

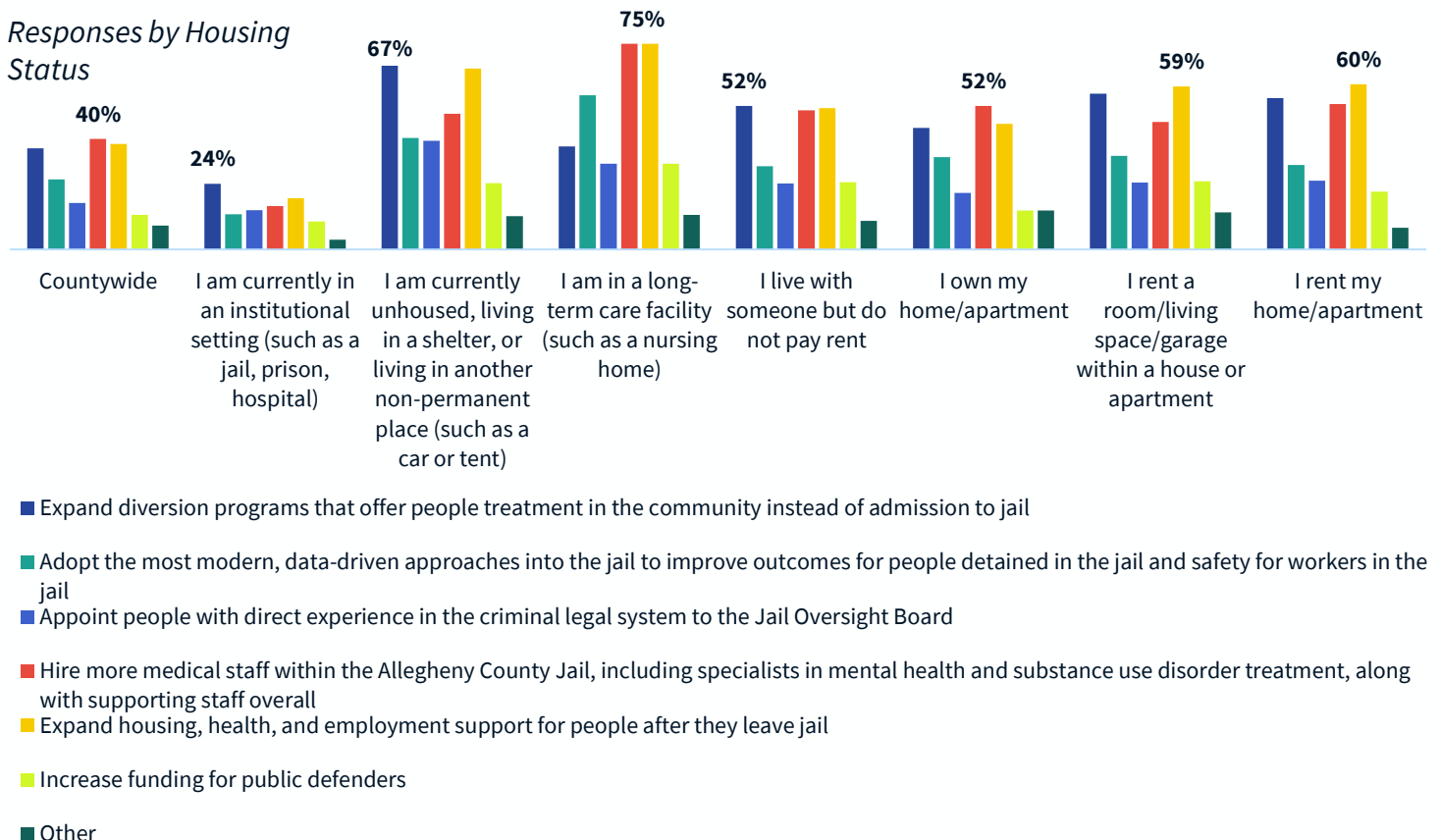
WHAT ACTIONS SHOULD THE COUNTY TAKE TO REDUCE THE NUMBER OF PEOPLE EXPERIENCING MENTAL ILLNESS AND SUBSTANCE USE DISORDER ENTERING OR REENTERING THE COUNTY JAIL AND REDUCE THE OVERALL NUMBER OF PEOPLE DETAINED IN COUNTY JAIL?

For respondents who are currently in an institutional setting or are currently unhoused, the top priority was to **expand diversion programs** that offer people treatment in the community instead of admission to jail.

“WORK ON A PROGRAM THAT TAKES PEOPLE OUT OF THE JAIL INTO THE TREATMENT THEY NEED FASTER.”

- All In Allegheny Survey Respondent currently detained at the Allegheny County Jail

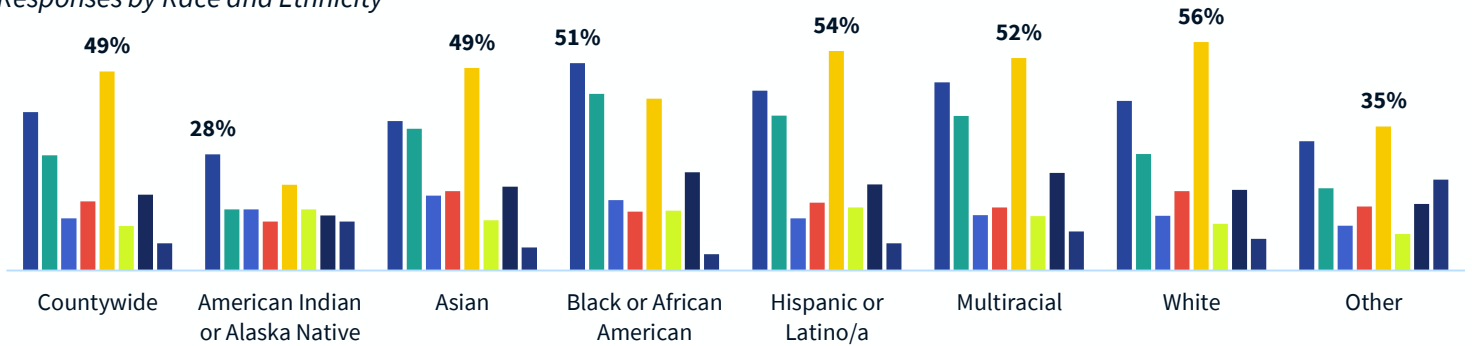
Responses by Housing Status



STRONG AND EQUITABLE ECONOMIC & COMMUNITY DEVELOPMENT

WHAT SHOULD THE COUNTY DO TO HELP LOCAL ENTREPRENEURS START AND GROW SMALL BUSINESSES?

Responses by Race and Ethnicity

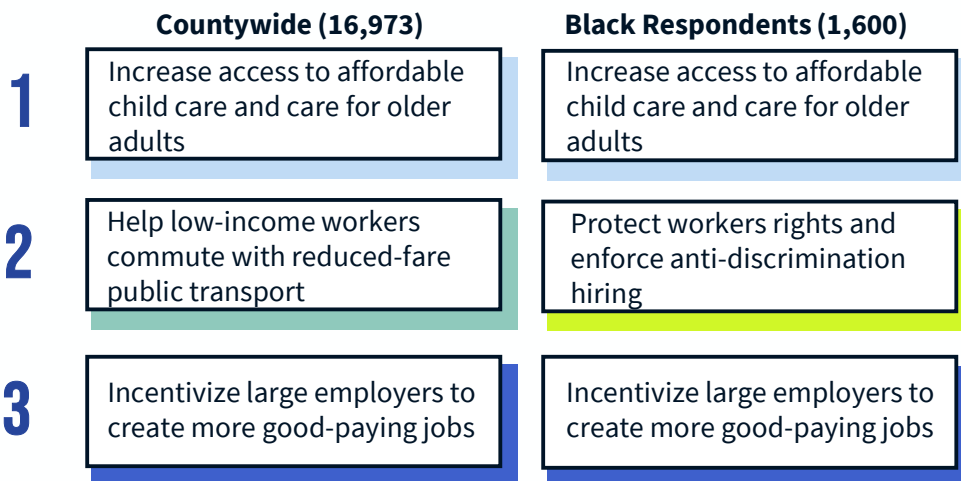


Countywide, the top-ranked option was to **create a one-stop-shop** that connects small businesses to all necessary applications, permits, and programs.

Increasing access to **loans and grants for small businesses** and making it easier for **women-, minority-, and locally-owned small businesses** to contract with the County were the top two priorities among Black or African American respondents.

- Increase access to loans and grants for small businesses
- Make it easier for women-, minority-, and locally-owned small businesses to contract with the County by simplifying the process and offering technical support
- Make it easier for small businesses to share their needs and ideas with the County
- Make it easier for small businesses to find trained workers looking for jobs
- Create a one-stop-shop that connects small businesses to all necessary applications, permits, and programs
- Provide training on technology for interested small business owners
- Make it easier for small business owners to access training and mentorship programs
- Other

WHAT SHOULD THE COUNTY DO TO ADDRESS THE NEEDS OF WORKERS?



Countywide, the top-ranked option was increasing access to **affordable child care** and care for older adults. Protecting the **rights of workers** and **strengthening anti-discrimination hiring** was the second-highest priority for Black or African American respondents.

STRONG AND EQUITABLE ECONOMIC & COMMUNITY DEVELOPMENT

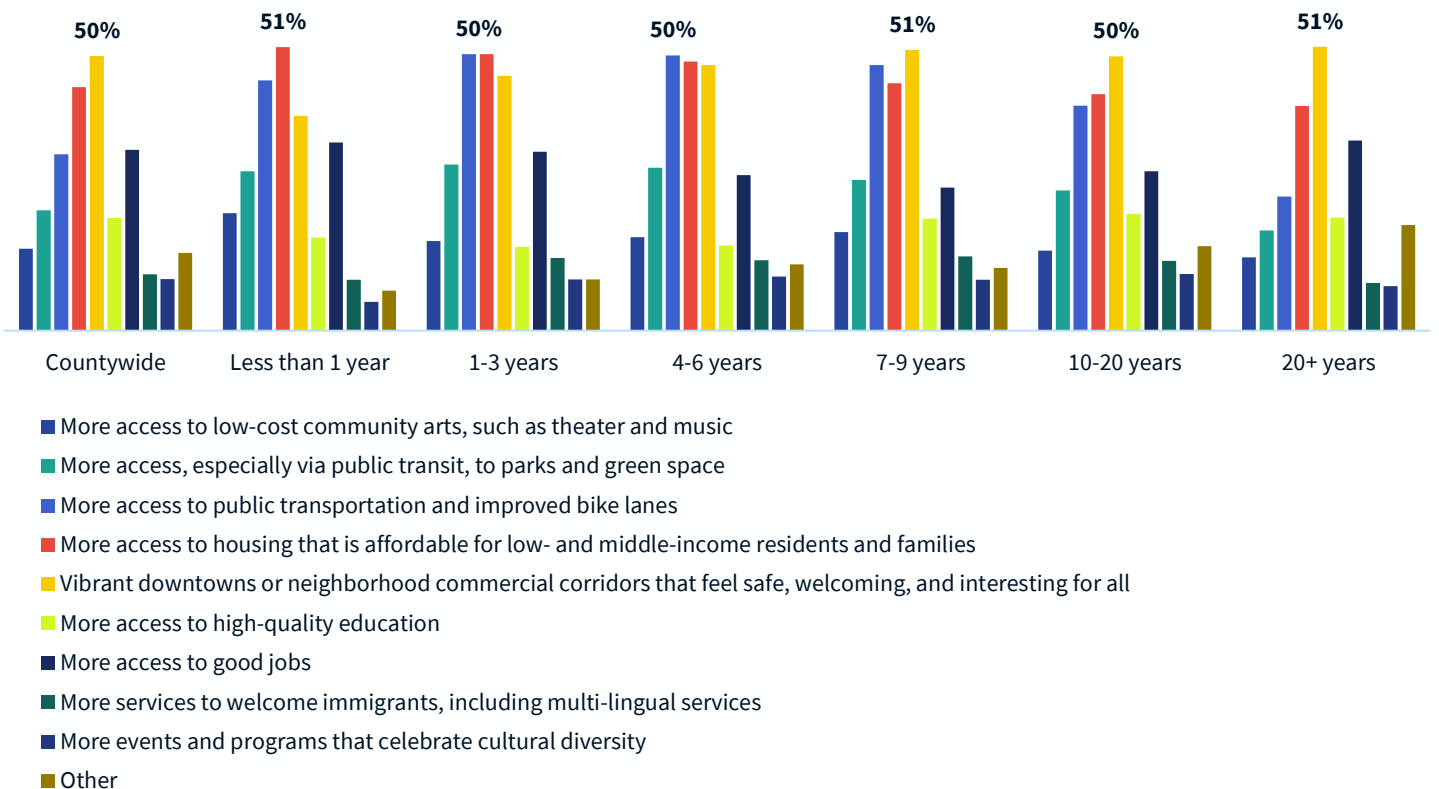
WHAT KINDS OF PROGRAMS, SERVICES, AND AMENITIES WOULD MAKE IT MORE LIKELY FOR YOU TO STAY IN ALLEGHENY COUNTY OR DO YOU THINK WOULD ENCOURAGE PEOPLE TO MOVE HERE?

Increasing access to **affordable housing** for low- and middle-income residents was the top priority for respondents who have lived in Allegheny County for less than 1 year, whereas having **vibrant downtowns or neighborhood commercial corridors** was the top choice for respondents who have lived in the county for 7 or more years.

“WE NEED TO BE WELCOMING, SAFE, ACCESSIBLE AND HAVE FUN PLACES FOR FAMILIES AND PEOPLE TO GO.”

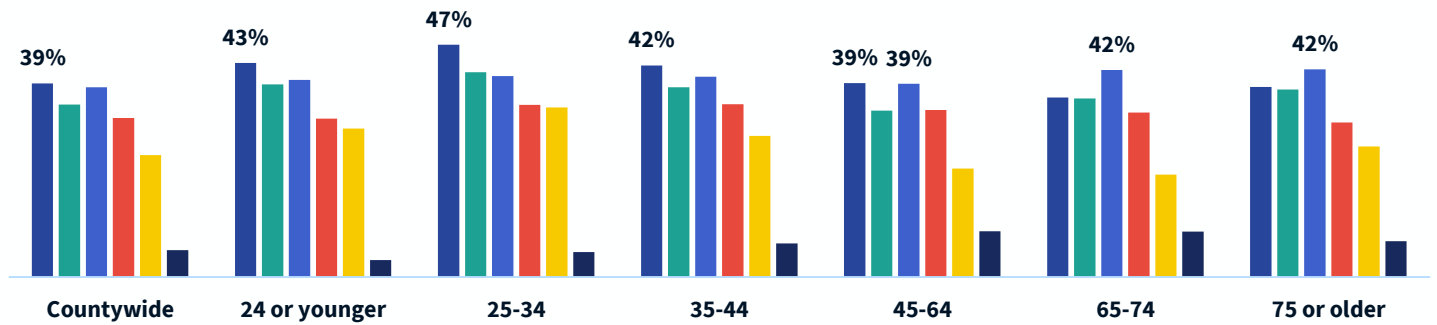
- All In Allegheny Survey Respondent

Responses by Length of Time Lived in Allegheny County



SUSTAINABILITY, ENVIRONMENTAL JUSTICE, AND A GREEN ECONOMY

WHAT SHOULD THE COUNTY DO TO SUPPORT INTERESTED WORKERS IN ACCESSING JOBS THAT MAKE OUR AIR, ENERGY, AND WATER CLEANER?



- Countywide, the top-ranked actions were to make it easier and less expensive to participate in training and certification **programs for green jobs**, and to expand opportunities for youth and students to **gain green jobs skills**.
- The top option for respondents under 45 was to make it easier and less expensive to participate in green jobs training and certification programs.
- The top option for most respondents earning less than \$150,000 was to make it easier to participate in training and certification programs for green jobs, while the top option for respondents earning more than \$150,000 was to **attract new businesses** that will employ residents in the green economy.

- Make it easier and less expensive to participate in training and certification programs for jobs that support green construction, energy efficiency, and clean renewable energy
- Require that all major clean air, energy, and water projects that receive funding or tax breaks from the County contract with local businesses and hire local workers
- Expand opportunities for youth and students to gain skills that could help access jobs that make our air, energy, and water cleaner
- Attract new businesses to the County that will employ residents and make things like solar panels or electric vehicles that could make our environment cleaner
- Commit to making all County-owned buildings and vehicles clean, and hire local workers for these projects
- Other

WHAT SHOULD THE COUNTY DO TO ADDRESS THE NEEDS OF COMMUNITIES MOST IMPACTED BY POLLUTION?

Responses by Race & Ethnicity

Countywide (16,973)

Black Residents (1,600)

1

Require polluters to have a permit for and pay for any pollution they contribute to Allegheny's air, water, and environment

Invest money into the communities most impacted by pollution to help them create programs that reduce the harm of pollution

2

Keep major sources of industrial pollution away from vulnerable areas like schools, child care centers, senior housing, and residential neighborhoods

Remove lead, mold, radon, and other toxins from Allegheny County homes

3

Remove lead, mold, radon, and other toxins from Allegheny County homes

Keep major sources of industrial pollution away from vulnerable areas like schools, child care centers, senior housing, and residential neighborhoods

- Countywide, the top-ranked action was to **require polluters to have a permit for and pay for any pollution they contribute** to Allegheny's air, water, and environment.
- For Black or African American respondents, the top option was to **invest money into communities most impacted by pollution**.
- Respondents across all incomes selected **keeping major sources of industrial pollution away from vulnerable areas** as one of their top three priorities.

SUSTAINABILITY, ENVIRONMENTAL JUSTICE, AND A GREEN ECONOMY

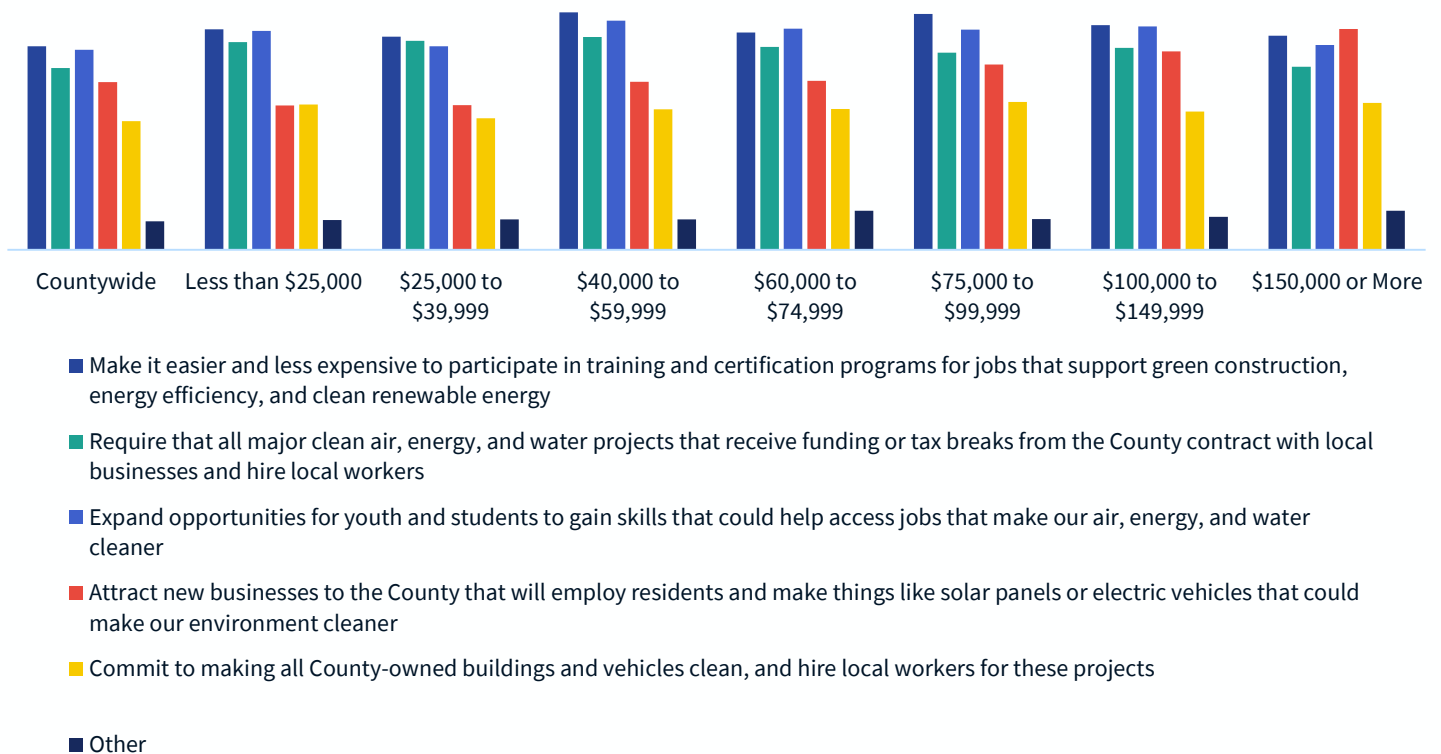
WHAT SHOULD THE COUNTY DO TO SUPPORT INTERESTED WORKERS IN ACCESSING JOBS THAT MAKE OUR AIR, ENERGY, AND WATER CLEANER?

Expanding opportunities for youth and students to **gain skills that could help access green jobs** and making it easier to participate in **training and certification programs for green jobs** emerged as top options for most respondents making less than \$150,000.

“WE NEED TO MAKE SURE THAT OUR YOUNG PEOPLE HAVE THE EDUCATION THEY NEED TO MOVE INTO THESE GREEN JOBS.”

- All In Allegheny survey respondent earning less than \$25,000 per year

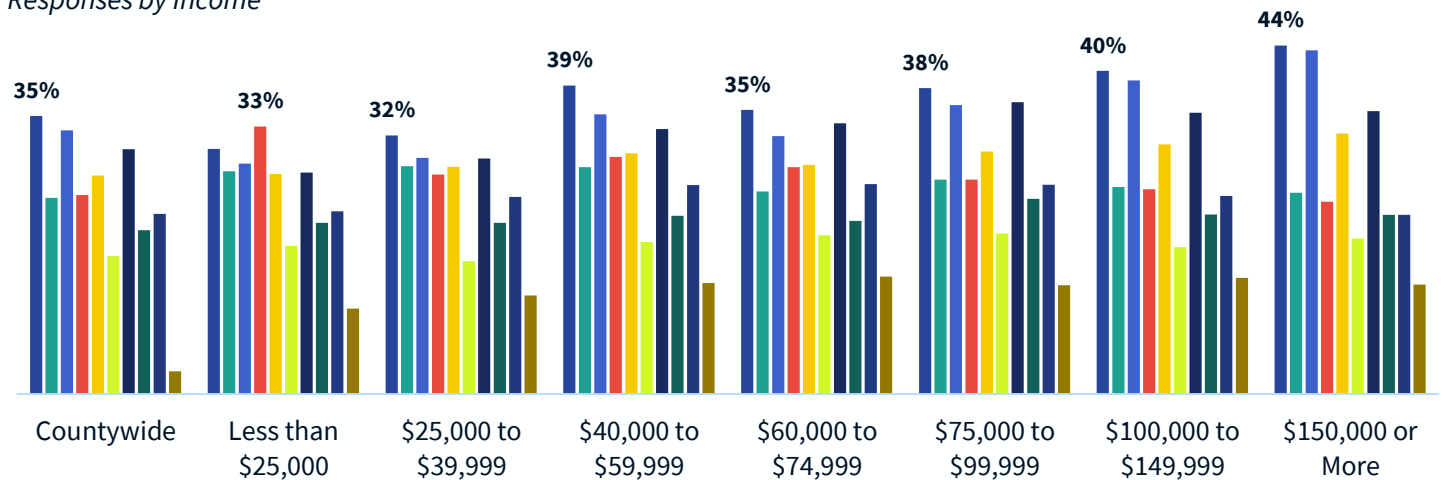
Responses by Income



VIBRANT DEMOCRACY

WHAT CAN THE COUNTY DO TO INCREASE PARTICIPATION IN OUR ELECTIONS AND ENCOURAGE ELIGIBLE CITIZENS TO CAST A BALLOT?

Responses by Income



Countywide, the top-ranked actions were to create additional **locations to return mail-in ballots**, and to expand opportunities to return mail-in ballots before Election Day and **outside of standard working hours** on Election Day.

Across most income groups, the top option was to create additional locations to return mail in ballots.

Improving access and resources for individuals with **disabilities or mobility issues** was the top priority selected by respondents earning less than \$25,000.

- Create additional locations to return mail-in ballots, such as drop boxes and satellite election offices with a range of daytime, evening, and weekend hours
- Improve safety by protecting the freedom to vote without intimidation
- Expand opportunities to return mail-in ballots before Election Day and before and after standard working hours on Election Day
- Improve access and resources for individuals with physical and developmental disabilities or mobility issues
- Introduce mobile voting units, which are set up temporarily in places like parking lots and plazas
- Recruit more election day workers from the community
- Provide more information about voter registration, important dates, polling places, and races
- Ensure ballots, information to vote, and hotlines are in multiple languages to engage a diverse community
- Communicate more about how the County approaches vote counting, security of ballots, and ways to ensure election outcomes are accurate
- Other

VIBRANT DEMOCRACY

WHAT CAN THE COUNTY DO TO INCREASE PARTICIPATION IN OUR ELECTIONS AND ENCOURAGE ELIGIBLE CITIZENS TO CAST A BALLOT?

The top priority for Allegheny County Jail respondents was to create **additional locations to return mail-in ballots**. Compared to the rest of the county, these respondents cared more about improving access and resources to **individuals with physical and developmental disabilities or mobility issues**, and communicating more about how the County approaches **vote counting, security of ballots**, and ways to ensure election outcomes are accurate.

“COMMUNICATE HOW SAFE THE ELECTORAL PROCESS IS AND THE IMPORTANCE LOCAL ELECTIONS HAVE.”

- All In Allegheny Survey Respondent

Countywide (16,973)

1

Create additional locations to return mail-in ballots, such as drop boxes and satellite election offices with a range of daytime, evening, and weekend hours

2

Expand opportunities to return mail-in ballots before Election Day and before and after standard working hours on Election Day

3

Provide more information about voter registration, important dates, polling places, and races

Respondents Currently Detained at the Allegheny County Jail (456)

Create additional locations to return mail-in ballots, such as drop boxes and satellite election offices with a range of daytime, evening, and weekend hours

Improve access and resources for individuals with physical and developmental disabilities or mobility issues

Communicate more about how the County approaches vote counting, security of ballots, and ways to ensure election outcomes are accurate

APPENDIX B

METHODOLOGY

SURVEY METHODOLOGY

The All In Allegheny Community Survey collected responses for nine weeks between January 2 and February 29, 2024. The survey was offered online and on paper and translated into nine languages most commonly spoken by Allegheny County residents: Spanish, Arabic, simplified Chinese, Russian, Dari, Hindi, Nepali, Swahili, and Uzbek.

The survey was distributed by members of the Innamorato Transition Committee, County Departments, and community-based organizations countywide who amplified the survey through their networks. To further engage historically underrepresented residents, three community-based organizations (Pennsylvania United, OnePA, and Food & Water Watch) canvassed door-to-door at public housing sites, set up survey stations at libraries, led text and phone banking campaigns, and engaged unhoused residents at shelters. The survey was also distributed at Kane Community Living Centers, the Allegheny County Jail, and each of the All In County Conversations event sites.

The All In Allegheny team monitored response rates every week and adjusted outreach strategy so participation in the survey was as representative as possible of the Allegheny County population in terms of race, gender, income, and geographical distribution, and worked with the canvassing team to tailor their strategies based on this analysis.

In total, 18,835 residents engaged with the All In Allegheny Community Survey, answering some of the questions on the survey. The All In Allegheny Team analyzed all responses from people who shared enough data on their demographics and their priorities – 16,973 responses in total – to be included in the analyzable dataset available for download on the County’s website.

So survey findings are representative of the county as a whole, the All In Allegheny Team reviewed the breakdown of respondents’ reported race and ethnicity, compared this to the countywide race and ethnicity breakdown as measured by the census, and applied weights to calculate the countywide results. In the charts showing survey results, those labeled “Countywide” have been weighted; other results, including ones showing results for a subset of respondents (e.g., standalone racial/ethnic groups, age groups, and income groups) reflect the raw, unweighted data.

To explore the survey data in more detail and to download an analyzable dataset, please see [this link](#) or bit.ly/allinactionplan.