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Recommendations for Implementing an Inclusive City and County Board Appointment Policy

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The Women and Girls Foundation of Southwest Pennsylvania (WGF) is an independent community-based foundation serving Southwest Pennsylvania. Our mission is to achieve equity for women and girls in the region. Through a combination of public advocacy, coalition building and grantmaking, WGF seeds, supports, and strengthens women and girls' efforts to achieve social and economic justice in Southwest Pennsylvania.

WGF is part of a larger, social change movement in the United States, one that encourages individual women – as well as men – to see themselves as change agents working together to make a difference in their communities. One of the most acute areas of gender inequity in our state is in the public sector. Pennsylvania ranks 47th out of the 50 states for female participation in politics and our state assembly has one of the lowest rates of female participation in the country. In addition to under-representation in electoral politics this report confirms that our city and county boards are sorely under-representing women as well. Participation on a public board is not only a great entry into the political process, but it is also an important way that citizenry can have a direct effect in drafting the public policies that effect their communities and daily lives.

As women make up over half of the city and county's workforce it is imperative that this constituency be engaged in the development of public policy. We are therefore pursuing efforts at the city, county, and state level to develop policies which will ensure that when appointments are made to public boards and commissions those bodies fairly represent the populations that they serve in regards to gender and race.

In this vein, WGF engaged in an initiative entitled Pennsylvanians for Fair Representation (PFR) in July 2004, to bring together individuals from the non-profit, corporate, and public sectors from throughout the state to work together to seed solutions to this problem. Through PFR, we have analyzed the current demographic makeup of public boards and found unacceptable disparity. Additionally, we have researched precedents and models of successful fair representation initiatives in other cities and states throughout the country. We have met with city, county, and state officials to discuss current inequities and to develop ways that we can work together to improve the situation at a systemic level.

To this end, we have come together with the Heinz School of Public Policy at Carnegie Mellon University to commission a study on boards, authorities and commissions (BACs) in the City of Pittsburgh and Allegheny County. Our primary goals were to give our region's citizens and public officials a snapshot of the current situation in addition to a proposed model for how to improve the appointments process to ensure fair representation in the future.

In order to achieve fair representation on appointed BACs, the city and the county will need to adopt not just language but also a transparent and formal policy ensuring that vacancies are publicly announced, resumes are solicited, and that there is public disclosure and access to information as to who was considered, who was selected, and why. Boards will also need to report annually on their demographic makeup, and this information too should be readily available to the press and to the public at large. The Heinz BAC Research Project Team's recommendations and proposed policy language accomplish these goals, and it is our hope that their recommendations are implemented.

We are proud that throughout this process we have been joined by over fifty community leaders from every sector, including nearly all of our local public officials. It is only through continued collaborative and concerted action that we can change our systems of governance, and ensure fair representation and equal participation by all. We are grateful to the BAC Research Project Team for all their tremendous work. It is both statistically significant and strategically necessary to have this information in order to move forward with an informed action campaign. With this data we are now in a stronger position to move forward with corrective policy at the local and state level. By serving as an independent and clear voice, the foundation will continue to bring together women and men in our region to work together to find solutions to create sustained equity for all of its citizens.

Heather S. Arnet
Executive Director
The Women and Girls Foundation of Southwest PA

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Executive Summary

The state of Pennsylvania has one of the nation's most elaborate systems of state and local government, and the Pittsburgh region leads the nation with over 400 local governments, or 17.7 government bodies per 100,000 residents. Like most U.S. metropolitan areas, the City of Pittsburgh (City) and Allegheny County (County) are governed not only by elected officials but also by dozens of public, non-elected boards, authorities and commissions (BACs). These BACs – which cover everything from the arts to air pollution – provide an opportunity for citizens to become directly involved in public decision-making. This density of governmental entities not only leads to bureaucracy but also makes basic governance processes less transparent.

The Boards, Authorities, and Commissions Research Project Team (herein referred to as “the Team”) was convened in May 2005 in conjunction with the Women and Girls Foundation of Southwest Pennsylvania (WGF). The Team conducted research on the demographics of BACs in the City and County by race and by gender, and also generated recommendations for the City and County to use in implementing a more transparent and inclusive public board appointment policy.

The Team found that there is a disparity between the percentage of women appointed to City and County BACs and the respective total population demographics. Women make up 51 percent of the working age population of the City and 34 percent of City BAC membership. In the County, women comprise 52 percent of the working age population of the County and 29 percent of BAC membership. As for minority appointments, both the City and the County's aggregate appointments accurately reflect the greater population demographics for African Americans, who comprise the largest minority group in the Pittsburgh region – 24 percent of the City's working age population and 12 percent of the County's. African Americans make up 25 percent of City BAC appointees and 22 percent of County BAC appointees.

In light of this data, the Team has made a series of recommendations, as follows:

- 1) Adopt eight identified best practices at both the City and County level, creating an appointment process that is accessible and transparent to the public. On external City and County websites:
 - a) Provide detailed and current information on BACs.
 - b) Provide a comprehensive listing of all BACs.
 - c) Provide a description of BAC purpose, responsibilities and composition requirements.
 - d) Provide information on BAC term lengths.
 - e) Provide a listing of current BAC members with names, photos, dates of appointment, and term expiration dates (including date last updated).
 - f) Provide an application for BACs.
 - g) Provide information on how applications are processed.
 - h) Communicate BAC vacancies. Additionally, vacancies should be disseminated through community publications, school district newsletters, borough publications, and other free publications.
- 2) Adopt a fair representation policy that includes the above best practices as well as the following:
 - a) Conduct an annual demographic assessment of each BAC's membership that includes an aggregate total of board members' race and gender as well as the race and gender composition of individual BACs. Annual results should be presented to the appropriate governing body and made publicly available on the City and County website.
 - b) Institute a training program for all new appointees to BACs in the City and County on effective governance and decision making. As part of this training, the City and County will provide each appointee with a board member handbook that includes the enabling legislation for that board, all pertinent contact information, board member rights and obligations, conflict of interest policies and a description of the roles and responsibilities of board members.

Executive Summary

The City of Pittsburgh and Allegheny County contain a wealth of talent and energy in their communities. Both the City and the County will benefit from a fair and open appointment process which ensures that the demographics of residents are reflected on BACs. Additionally, broad-based participation will provide role models from various social, economic, and cultural segments of the community and provide an entry point for future leaders to engage in civic activities and the political process. When all BACs represent the diversity of City and County residents and are balanced by gender and race, the region will be better served.

Introduction

A recent Brookings Institution report notes that the state of Pennsylvania has one of the nation's most elaborate systems of state and local government.(1) The City and the surrounding region leads the nation with over 400 local governments, or 17.7 government bodies per 100,000 residents.(2) In addition to its complex governance system, Pittsburgh and Allegheny County is home to a diverse population comprised of fifty-two percent women(3) - reported to be "one of the proportionately largest and most educated female work forces in the nation"(4) - and thirty-two percent minorities, according to the 2000 Census(5). Despite these reports, a 2003 study conducted by researchers from the University of Pittsburgh's Center for Social and Urban Research found that the region's demographics were not reflected at any level of elected office.(6)

Like most U.S. metropolitan areas, Pittsburgh and Allegheny County are governed not only by elected officials but also by a number of public, non-elected BACs. These BACs - which cover everything from the arts to air pollution - provide an opportunity for citizens to become directly involved in public decision-making. In 2004, Pittsburgh's Coro Center for Civic Leadership set out to determine whether or not the region's demographics were reflected in the composition of Allegheny County BACs.(7) The results of the study showed that, of the forty-three out of fifty-four BACs represented by the data, women held thirty-one percent of over 500 non-elected positions, while minorities held seventeen percent.(8) That same year, no women were appointed to the Intergovernmental Cooperation Authority, the state-formed fiscal oversight board for the City of Pittsburgh.(9) In response to this under-representation of women, in particular, WGF— whose mission is to promote equity for women and girls in the Pittsburgh region — began the Pennsylvanians for Fair Representation Initiative (PFR). PFR was formed to address the appointment process for non-elected governmental agencies.(10)

In conjunction with the PFR initiative, WGF also commissioned the BAC Research Project Team to expand upon earlier research conducted on City and County BACs and recommend steps toward ensuring fair representation in relation to City and County BAC appointments. Over the course of a twelve-week semester, the Team completed an agreed-upon set of deliverables resulting in the following report.



THE ROLE OF BOARDS, AUTHORITIES AND COMMISSIONS

BACs are defined as a group of individuals having managerial, investigator or advisory powers over a public or private business, trust or other organizations or institution(11). The BACs contained within this report provide direct oversight to specific organizations or entities in the City and County. Like their business and non-profit counterparts, these BACs hold jurisdiction over the organizations that they govern via powers such as those outlined by statute, ordinance, or otherwise determined within a given administration. For the purposes of this report, committees are represented by references to commissions as a result of their similar functions and operational processes in the City and County.

BOARD DIVERSITY

Board diversity is an issue of growing importance in the corporate, nonprofit, and public sectors in the Pittsburgh region and the rest of the country. As the U.S. becomes more diverse, there has been greater pressure by citizen groups for more equitable representation on boards. Recently, this issue has received considerable press, as advocacy groups have published the results of studies on board composition and issued calls for action.

In the corporate world, a series of high-profile corporate accounting scandals involving companies such as Tyco, WorldCom, and Enron led to the passage of the 2002 Sarbanes-Oxley Act. The law covered the specific accounting issues at these companies in order to restore investor confidence. Much of Sarbanes-Oxley deals specifically with corporate boards of directors, and this in turn has increased public and media scrutiny of corporate board composition. Such scrutiny has led to greater awareness of the fact that women and minorities are heavily underrepresented on corporate boards. According to a report published by the Alliance for Board Diversity (ABD) in 2005, "Women and Minorities on Fortune 100 Boards," women hold seventeen percent of board seats at Fortune 100 companies.(12) ABD also found that fourteen percent of Fortune 100 board seats are held by minorities, and only three percent by minority women.(13)

Women and minorities are similarly underrepresented on nonprofit boards. According to a 2002 study by Booz Allen Hamilton and the Volunteer Consulting Group, less than fourteen percent of nonprofit trustees surveyed were African American, Hispanic, or Asian.(14) Organizations including the United Way of America have long been working to correct this underrepresentation. In 1987, the United Way started the Project Blueprint initiative to address involvement by minorities in volunteer leadership positions at local United Way agencies. Since 1992 the program has expanded to serve forty-one communities throughout the United States.(15) Other national organizations such as BoardSource (formerly the National Center for Nonprofit Boards) (16) and the Council on Foundations have also addressed the need for board diversity, publishing guides on how to attract diverse board talent.(17)

In the public sector, information on the gender and racial composition of BACs is not well documented. City and county BACs exist to directly serve the interests of the citizenry they represent. And, perhaps more so than with nonprofits and corporations, BACs have the opportunity to best accurately reflect the demographics of the stakeholders they serve. As BAC members are selected by governmental officials who are elected, it is paramount that these officials be cognizant of the necessity for diversity among appointees.

The rationale behind board diversity is simple. Appointing board members from a variety of backgrounds allows for a diversity of viewpoints, which in turn leads to more effective governance. Having qualified board appointees from a wide variety of backgrounds provides boards with more resources to use when making decisions, as well as more accurate information about the communities they serve.(18) The board of the grocery store chain Albertson's is comprised of fifty percent women.(19) Albertson's CEO

Larry Johnston believes that such diversity makes a board more effective: "People must believe that everyone's ideas count...that's why

we insist on having people that look and think differently at every level of the company, including the board. If everybody ends up looking the same, acting the same, thinking the same, then you end up with an ineffective board." (20) Diversity among board members also enhances community engagement in corporations, nonprofit organizations, and BACs, because board members are more informed and community members are more likely to identify with the points of view being represented. (21) As Luke Visconti, a diversity consultant, said in *The Wall Street Journal*, "By having a diverse board, you're going to make fewer bad decisions. You're going to get not only a capable board member, but someone who can navigate between cultures." (22)

The 2002 Sarbanes-Oxley legislation demanded that publicly held companies reevaluate their corporate governance structures and reporting mechanisms. The law, and the revised New York Stock Exchange and NASDAQ listing standards that it generated, declared that the majority of each publicly held company's board of directors must be independent, meaning that they cannot be employees of the corporation on whose board they serve. (23) This change in board requirements focused public and media attention on the lack of diversity among corporate board members and simultaneously created a need to seek out new board members. Many board diversity advocates, including Barbara J. Krumsiek, President and CEO of Calvert, the \$8.8 billion socially responsible mutual fund, have encouraged companies to seize this opportunity to diversify their boards: "Against the backdrop of Sarbanes-Oxley reforms and...New York Stock Exchange rules...we have an historic opportunity to change the face of corporate boards. As potentially hundreds of corporate boards bring on new members, companies have an unprecedented opportunity to increase the number of women and people of color on their boards, which is an excellent way to assure the diversity of experience and perspective needed for sound corporate governance." (24)

The need to diversify boards leads to the issue of recruitment. Traditionally, boards across sectors have been comprised of individuals from similar educational and social backgrounds. (25) And when boards have made an attempt to diversify, they tended to do so through the same social networks, which creates a one-dimensional perspective. (26) As Carol Weisman wrote in *NonProfit World*, "Diversity is broader than race and gender. Think about it: If you have black, white and Hispanic people on your board, and they all grew up in middle-class America, went to Ivy League schools, and work for Fortune 100 companies, you may not have as much diversity as you would think." (27) In order to expand their definition of diversity, many corporations and nonprofits are turning to recruitment and training programs to help them broaden the scope of their search for new board members. Some organizations have taken diversity efforts even one step further, such as the aforementioned Calvert mutual fund, which in 2003 published "Nominating Committee Model Charter Language on Board Diversity: Guidelines for Creating an Inclusive Board" to assist corporations. The guidelines call for the development of "recruitment protocols that seek to include diverse candidates in any director search. These protocols should take into account that qualified, but often overlooked, candidates may be found in a broad array of organizations...in addition to the traditional candidate pool of corporate directors and officers." (28)

A firm that focuses on broadening the pool of corporate board candidates is The Directors' Council. Established in 2003 by a group of eight prominent businesswomen with significant corporate board leadership experience, the organization's purpose is to aid companies in their search for women and minority directors in the wake of Sarbanes-Oxley. (29) Director's Council maintains an extensive database of prospective candidates with detailed information on their skills, interests and the kinds of companies the candidates feel they are best suited to serve. (30) Not only does the Director's Council recruit, interview and place board members, but they also provide mentoring to the candidates they place. (31) This mentoring component appeals to companies who enlist the Director's Council's services. As Dick Parsons, Chairman and CEO of Time Warner, stated, "The fact that they also mentor their new placements – going above and beyond current industry practices – is a major reason we engaged the Council." (32)

Nonprofit organizations, facing the same scrutiny with regard to board diversity, are also turning to board recruitment firms that specialize in nonprofit board placement. United Way's Project Blueprint program has served as a model for community leadership development initiatives such as the Volunteer Involvement Program (V.I.P.), run by the United Way of Metropolitan Atlanta.(33) Founded in 1992, V.I.P. aims to "recruit and place leaders from diverse groups in volunteer leadership and policymaking roles,

thus enhancing the effectiveness of nonprofit agencies within the community."(34) Four times a year, the program solicits candidate applications from the community at large, as well as through program alumni.(35) A selection committee then reviews submitted applications and chooses thirty people to take part in a 40-hour, ten-week training program.(36) The training sessions cover topics such as ethics, financial and legal obligations of board members, and fundraising.(37) To date, V.I.P. has graduated 800 individuals who have served on 350 nonprofit boards in the metropolitan Atlanta region.(38)

In addition to the United Way, organizations in communities across the country are dedicating resources to board development and diversification. These organizations range from nonprofits vested in community involvement such as the YWCA in Tucson, Arizona (39), to charitable organizations like the Junior League of New York City (40) and academic research centers including the Nonprofit Center at La Salle University in Philadelphia.(41) The services offered by these organizations focus on outreach, training, and placement, all of which are vital in the effort to increase board diversity.

A nationally respected board training and placement organization happens to be located in Pittsburgh. The Nonprofit Leadership Institute, affiliated with the School of Leadership and Professional Advancement at Duquesne University, was founded in 1996 and offers programs that support the nonprofit sector in Southwest Pennsylvania.(42) Its Boards-by-Design program, similar to the services offered by The Directors' Council to the corporate sector, matches prospective board members with nonprofit organizations who are seeking board members.(43) Interested community members fill out an application on the NLI website, which is then reviewed by NLI staff members.(44) Nonprofit organizations do the same, providing NLI with information on their organizational mission and board member criteria.(45) Personal interviews are conducted with both prospective board members and nonprofit staff.(46) Based on board needs and qualifications, NLI generates a list of ten nonprofit organizations for each prospective board member.(47) Prospects select their top five organizations from the list, organizations are provided with information on the prospect, and it is up to the prospect and the organizations to continue the process.(48)

NLI recently entered into a collaboration called New Trustees for a New Pittsburgh (NTNP) with five other organizations: Leadership Pittsburgh Inc.; the Bayer Center for Nonprofit Management at Robert Morris University; Dewey & Kaye, Inc.; Pittsburgh Urban Magnet Project (PUMP); and the New Pittsburgh Collaborative.(49) NTNP was founded in recognition of the need to create a younger and more diverse pool of nonprofit board members in the Pittsburgh region.(50) NTNP's goals are threefold: to "assemble the region's young professionals at civic leadership forums designed to impart the importance of serving on nonprofit boards; prepare and train at least 200 young professionals to serve as knowledgeable and active board members; and place at least 100 of these individuals onto the boards of area nonprofit organizations."(51) Between March 2004 and February 2005, the NTNP initiative has led to 100 placements, fifty-five percent of which were women and twenty percent of which were minorities.(52)

NLI is not only committed to diversity, but they are also focused on effective board service through training. All Boards-by-Design participants, including NTNP placements, are encouraged to attend NLI's Leadership Academy.(53) A ten-hour class taught over the course of two days, the Leadership Academy is offered for a nominal cost of \$100, a cost that is often covered by the employers of participants as a means of encouraging employee community involvement.(54) The class covers topics including ideals of good governance, board member roles and responsibilities, and fundamentals of the nonprofit sector.(55)

Inspired by the success of organizations like Project Blueprint and NLI, citizen groups in major metropolitan areas have organized, lobbied and, at times, created means for increasing diversity on BACs. One such organization – The Los Angeles Women's Appointment Collaboration (LAWAC) – was formed in 1989 in response to the results of two separate studies indicating that women held only 35% of board appointments in the city and county of Los Angeles.(56) LAWAC seeks to educate women about

the appointment processes to boards across sectors (local, state, non-profit and corporate) through a multifaceted program. This program incorporates the following: the monitoring of board vacancies; the tracking of women's appointments to boards; the maintenance of a pool of applicants whose qualifications LAWAC then forwards on to appointing bodies; general advocacy of LAWAC's organizational purpose and resources to the political community; and educational outreach to women regarding the appointment process.(57)

Cities and counties, too, are working to develop a broad and diverse applicant pool for boards, authorities, and commissions – which for municipalities serve a similar function to corporate and nonprofit boards. The city of Eugene, Oregon, for example, has a formal "Affirmative Action in Appointments" policy that "requires that every effort be made to assure that the composition of City committees reflects the diversity of the community."(58) To achieve this goal, the city advertises BAC vacancies through their website, neighborhood newsletters, and government access television, as well as providing information at all city-related community events.(59) The city also tracks demographic information for all of its BAC appointees in order to assess its progress in the area of diversity.(60) Montgomery County, Maryland, also has a formal commitment to diversity, and solicits applications to BACs through postings on its website, press releases, advertisements on government access television, mailings to civic associations and community groups, and postings at government agencies and public libraries.(61)

Professor Ralph Bangs, Co-Director of the Urban and Regional Research Program at the University Center for Social and Urban Research at the University of Pittsburgh, is a prominent local researcher who has produced more than forty reports and one book on the Pittsburgh region. His body of work has consisted primarily of research on issues of racial and gender disparities, economic development, quality of life, and living cost and living wage. In February 2003, Dr. Bangs and Monique Constance-Huggins released a report entitled "Diversity Among Elected Officials in the Pittsburgh Region in 2002". (62)

This report exposed the level of diversity of African Americans and women in elected offices in the Pittsburgh MSA, identified cities that have high levels of African American women elected officials, and made recommendations to help increase the diversity levels among elected officials in the Pittsburgh region. The report states that "African Americans and women are needed in decision-making positions in order for their interests to be adequately and accurately addressed," and that without their participation on governing bodies, some issues may "receive little or no consideration during the policy making process." The findings of this report contributed to opening a dialogue among local citizen, political, and activist groups about the lack of diverse representation in Pittsburgh's governing entities.

Corporate, nonprofit, and public sector boards in the Pittsburgh region and across the U.S. are striving to attain greater diversity in a variety of ways including advocacy, placement services, and training. At the core of these efforts is the push to broaden the universe of applicants beyond peer circles of current board members. Shareholders, stakeholders, and community members all benefit when the board appointment processes of organizations are inclusive and representative of the populations they serve.

Project Overview and Methodology

WGF commissioned the BAC Research Project Team in May 2005 to expand upon earlier research conducted by the Pittsburgh Coro Center for Civic Leadership evaluating appointments to Allegheny County Boards, Authorities and Committees in 2004 (63) and Governor Edward G. Rendell's appointments to State Boards, Authorities and Committees in 2005 (64). In addition, WGF also commissioned the Team to examine best practices used in other municipalities to ensure fair representation in the appointment process. The Team and WGF agreed on a problem statement (see Appendix J) and determined a final set of deliverables to be compiled in a final report integrating the following:

1. An examination of the issue of fair representation and the importance of board diversity;
2. A situational analysis of the City and County that provides an understanding of the demographic, social, and political forces of the region
3. An outline of best practices developed by other municipalities;
4. Data collected on current City and County BAC composition and related information;
5. Recommendations for the appointments process in the City and County based on the results of research findings and assessments; and
6. An implementation plan for the proposed recommendations.

The Team divided its work into three phases: data collection and analysis, research, and recommendations and implementation.

Phase I: Data Collection and Analysis

The data collected by the Team aims to present a statistical composition of all BACs in the City and County. The race and gender makeup of BACs was gathered through a questionnaire that was designed by the Team. The questionnaire requested the following information:

- name of the organization;
- mailing address of the organization;
- contact person and title of that individual;
- phone number and email address of the contact person;
- a description of the rules that govern the appointment process (i.e., name of statute, by-law, etc.);
- the length of the term limit of the organization's members; and
- the most recent list of each organization's members, information on each member's gender (male or female), racial composition (White, African-American, Asian or Other), each member's original date of appointment and the specific method of appointment.


Phase II: Research

Research was conducted with the purpose of understanding the greater context in which the issue of fair representation currently stands in the City and the County. The Team carried out two areas of research which included:

- A situational analysis of the City and County
- An analysis of best practices regarding BAC appointments in other U.S. municipalities

Phase III: Recommendations and Implementation

The primary focus of the recommendations and implementation phase was to create a plan that advances fair representation for women and racial minority representation on BACs in the City and County. To ensure a comprehensive and thoughtful list of recommendations, the Team consulted and solicited



comments and advice from the Advisory Board over three formal meetings and other individual contacts with Board Members. The Team also spoke with other stakeholders in the community to gain their responses to the proposed recommendations and implementation plan. Based on the research findings, best practices assessment, and suggestions from the Advisory Board and key stakeholders, the Team revised and refined the recommendations and implementation plan in order to best reflect the needs and context of the City and County.

Situational Analysis

SITUATIONAL ANALYSIS OF THE CITY OF PITTSBURGH AND ALLEGHENY COUNTY

In order to develop feasible recommendations, the Team determined that it was necessary to conduct a situational analysis of the region. The purpose of a situational analysis is to provide a snapshot of the forces that will affect the future and to monitor changes in the external environment. In the development of policy, a situational analysis can be utilized to inform policy makers and stakeholders of trends and issues that may affect the development of future policy. For the purposes of the Team's project, the situational analysis of the City and County presents the most pertinent matters that intersect with the issue of fair representation and the BAC appointments process at the local government level. The areas discussed in this section were chosen based on their immediate relevance to the issue of fair representation, and include the following:

- Regional Demographics
- Gender and race in the Pittsburgh region
- Political Climate

Regional Demographics

One of the most well-known studies conducted about Pittsburgh is the groundbreaking report *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania*, which was released by the Brookings Institution's Center on Urban and Metropolitan Policy in 2003 (65). The report's profile on the Pittsburgh area revealed several key trends relating to population and income.

Population

The total population of the City as of 2000 was 334,563 people, of which the distribution was 52.4 percent female and 47.6 percent male. The County is one of sixty-seven counties in Pennsylvania and is ranked in the 2000 Census results as the third-highest County in population decline during the 1990s with a loss of 54,783 people.(66) The Brookings Institution report found that Metro Pittsburgh lost significant population between 1990 and 2000.(67)

Below are demographics for total population, gender, race and ethnicity, and age from the 2000 Census for the City of Pittsburgh and Allegheny County as compared to percentages that represent the distribution in these categories for Pennsylvania and the U.S. It is of interest to note that the female population in Pittsburgh, at 52.4 percent, is higher than the U.S. average of 50.9 percent. Also of interest is the fact that African Americans account for the highest racial minority population in the City (27.1 percent), the County (12.4 percent), and the state of Pennsylvania (10 percent).



	<u>PITTSBURGH</u>		<u>Allegheny County</u>		<u>PA</u>	<u>US</u>
	Number	Pct	Number	Pct	Pct	Pct
Total Population	334,563		1,281,666			
Gender						
Female	159,119	52.4	674,664	52.6	51.7	50.9
Male	175,444	47.6	607,002	47.4	48.3	49.1
Race and Ethnicity						
White	228,258	67.6	1,080,800	84.3	85.4	75.1
Black or African American	90,750	27.1	159,058	12.4	10.0	12.3
American Indian and Alaska native	628	0.2	1,593	0.1	0.1	0.9
Asian	9,195	2.7	21,716	1.7	1.8	3.6
Native Hawaiian and other Pacific Islander	111	0	335	0.0	0.0	0.1
Some other race	2,218	0.7	4,399	0.3	1.5	5.5
Two or more races	5,403	1.6	13,765	1.1	1.2	2.4
Hispanic or Latino	4,425	1.3	11,166	0.9	3.2	12.5
Age						
15 or younger	55,518	16.6	233,154	18.2	19.7	21.4
16 - 24	60,451	18.1	157,513	12.3	13.0	13.9
25 - 44	95,730	28.6	363,251	28.3	28.6	30.2
45 - 64	67,830	20.3	299,332	23.4	23.1	22.0
65+	55,034	16.4	228,416	17.8	15.6	12.4
Average age (years)	38.30		40.00		38.50	36.22

Sources: U.S. Census Bureau, 2000 Census; ePodunk

Source: ePodunk. "Pittsburgh, PA." 2 August 2005. <<http://www.epodunk.com/cgi-bin/popInfo.php?locIndex=14673>>

Income

The Brookings report found that the average household income in metro Pittsburgh (\$50,260) was the third-lowest in the Commonwealth's nine largest regions in 1999.(68) However, income growth in the Pittsburgh area showed increasing trends with a 6.5%, or \$3,088, increase between 1998 and 1999.(69) This rate demonstrated progress that exceeded the state's growth rate of 5% and any other large metro area in Pennsylvania.(70)

	<u>PITTSBURGH</u>	<u>Allegheny County</u>	<u>PA</u>	<u>US</u>
	Number	Number	Number	Number
Median Household Income by Age (\$ in 1999)				
Householder under 25	28,588	38,329	40,106	41,994
Householder 25 - 34	13,338	16,563	20,947	22,679
Householder 35 - 44	31,517	40,184	41,057	41,414
Householder 45 - 54	36,016	48,680	49,814	50,654
Householder 55 - 64	41,487	55,458	56,076	56,300
Householder 65 - 74	35,430	44,403	44,876	47,447
Householder 75 and older	23,570	28,746	28,639	22,259
Per Capita Income by Race or Ethnicity (\$)				
Per capita income	18,816	22,491	20,880	21,587
White	21,804	24,000	22,056	23,918
Black or African American	12,356	13,093	13,901	14,437
American Indian and Alaska native	13,631	14,738	15,463	12,893
Asian	15,950	26,250	20,096	21,823
Native Hawaiian and other Pacific Islander	7,865	15,186	15,003	15,054
Some other race	9,974	11,029	9,620	10,813
Two or more races	11,247	12,305	11,511	13,405
Hispanic or Latino	16,808	16,761	11,014	12,111

Sources: U.S. Census Bureau, 2000 Census; ePodunk

In the table above, income distribution for City and County residents is shown in dollar amounts as median income by age and per capita income by race and ethnicity. This information is contrasted with data for the Pennsylvania and the U.S.. It is interesting to note that per capita income for African Americans in both the City (\$12,356) and the County (\$13,093) was lower than the national per capita income for African Americans, which was \$14,437.(71) In addition, per capita income for African Americans is 34 percent lower than overall per capita income in the City (\$18,816), 42 percent lower than overall per capita income in the County (\$22, 491), 33 percent lower than overall per capita income in Pennsylvania (\$20,880), and 33 percent lower than overall per capita income in the U.S. (\$21,587).(72)

Gender and Race in the Pittsburgh Region

Dr. Ralph Bangs of the University of Pittsburgh's University Center for Social and Urban Research (UCSUR) published two reports in 2004 that evaluated the social condition of women and African Americans. The *Women's Benchmark Report* noted that, relative to the seventy largest cities, fifty largest counties and fifty largest metropolitan areas across multiple indicators, women in the Pittsburgh region:

- are not represented in local government compared to their population and percentage of the voting-age population;
- are one of the most highly educated populations in the region;
- have above-average workforce participation;
- are the source of the region's workforce growth, yet the gender pay gap is one of the largest in America (73)

The *Black-White Benchmark Report*(74) indicated that African Americans in the Pittsburgh region were some of the most disadvantaged in urban America given the instance of poverty by race, gender and age(75). Although quality of life improved for African Americans in the Pittsburgh region between 1990 and 2000, the progress pales in comparison relative to the seventy largest cities, fifty largest counties and fifty largest metropolitan areas in the United States(76). The socioeconomic conditions of African American Americans include the following:

- disproportionate number of single-adult households;
- lower education levels;
- low employment rates;
- low earnings and low income;
- high poverty rates;
- disadvantaged transportation and housing conditions (77)

These findings on women and African American in the Pittsburgh region emphasize the inequities systemic to the prevailing social systems.

Political Climate

Pittsburgh is the county seat of Allegheny County. The political landscape in the City and County has traditionally been dominated by the Democratic party. Of the registered voters in Pittsburgh, Democrats outnumber Republicans five to one (78) and all of the elected officials in the City are Democrats.(79) In the County, Democrats outnumber Republicans by more than two to one (80).

Elected and appointed positions for the City and County have not historically been representative of the region's demographics. For African Americans, it has generally been more difficult to win a County election than a City election - Valerie McDonald-Roberts is the only African American woman to win a

County election as the Recorder of Deeds in 2001 (81). Since the City's establishment, there has only been one woman Mayor, Sophie Masloff, and no woman has been a serious candidate since Masloff's term ended in 1994 (82). No African American has ever been elected Mayor despite the mayoral campaigns of Byrd Brown in 1989 (83) and Louis "Hop" Kendricks in 2005 (84). In the past twenty years, organizations have been founded in the region to encourage women and African Americans to run for political office. Two such organizations are the African American Political Empowerment Project (B-PEP) (85) and Run, Baby, Run! (86) Third parties have been active in recent years as well – particularly the Green Party (87), Libertarians (88) and Socialist Workers' Party,(89) all of whom have put forth candidates in primary elections.



City and County Governmental Structure

The Pittsburgh Metropolitan Statistical Area (MSA) includes the City and County as well as Beaver, Butler, Fayette, Washington and Westmoreland Counties (90). The MSA has a highly fragmented system of government. Allegheny County alone has 273 local governments (91); including eighty-six Cities and Boroughs, forty-two Townships, forty-four School Districts and 101 Special Districts (92).

Organizational flow charts for the City and County are included in Appendices G and H. These flow charts were made on the basis of interviews with City and County administrators. It is based on these interpretations of the City and County governmental structures that the Team crafted its recommendations and implementation strategy.


Impact of Act 47 Recovery Team and Intergovernmental Cooperation Authority

The City was recently declared a distressed municipality through the Municipalities Financial Recovery Act, more commonly known as Act 47.(93) A projected \$303 million deficit by the year 2007 without corrective action required the creation of an Act 47 Recovery Team, which is charged with the details of managing the City's fiscal budget.(94) An outgrowth of the Act 47 Recovery Team was the Intergovernmental Cooperation Authority (ICA) (95), whose members were appointed by Governor Edward Rendell and Pennsylvania House and Senate Majority and Minority Leaders. Those appointed to the ICA had one common denominator: they were all white, all male and all over the age of forty.(96) This oversight of women and racial minorities prompted ongoing protests from community organizations. Upon the resignation of an ICA member in 2005, former County Council President James Simms, an African American, was appointed to the ICA. On July 2, 2005, the first woman, Barbara McNees, the President of the Greater Pittsburgh Chamber of Commerce, was named to the ICA.(97)

Outcome and Impact of 2005 Mayoral Election in Pittsburgh

The election cycle of 2005 focused on the selection of the next Mayor of Pittsburgh. One of the issues that emerged in the 2005 mayoral primary was the current composition of City BACs in terms of women and racial minorities. Toward this end, WGF approached mayoral candidates before the May 2005 primary and secured public commitment that, if elected, at least half of their appointments to City BACs would be women.(98) The pledge read as follows:

"As Mayor I would seek to create a City government which fairly represents the population it serves. On my staff, and through the appointments I make, I want to provide for increased access for citizens of Pittsburgh to advise and be engaged in developing public policy. I want to provide for a fair and open appointment process which will ensure that the diversity of City residents is reflected on boards and committees advising City officials and staff. This Open Appointments Policy will be modeled on the best practices developed by other cities and municipalities across the country and will be designed to be an objective process characterized by increased access, fairness and equal opportunity, while preserving the qualitative and discretionary elements necessary to appoint the best qualified candidates possible. Whenever possible, the goal will be the development of public bodies that represent the City population in regards to gender and race. When the Mayor or other appointing authority of the city appoints a board, commission, committee, or other multimember appointive body of the city, the membership shall be gender balanced and shall be racially balanced to reflect the ratio of the general population of the city. Pittsburgh contains a wealth of talent and energy in its communities. The purpose of this policy is to tap this reservoir to benefit City government and to ensure that all city residents feel included in local government. By promoting broad-based participation by city residents in the committees, boards and commissions which advise City officials we will counter



any perception that citizens have no opportunity to influence public policy. Broad-based participation will also provide role models from various social, economic and cultural segments of the community and provide an entry point for future leaders to engage in civic activities and the political process.” (99)

In July 2005 members of the Pittsburgh City Council unanimously passed a resolution on fair representation. (See Appendix F).

Best Practices

Many cities and counties throughout the U.S. have adopted strategies designed to foster greater board diversity. PFR examined board appointment practices employed in cities and counties across the U.S. and, in cooperation with the Pittsburgh regional office of the Pennsylvania Women's Law Project, identified several cities and counties with "best practices," including: Eugene, OR; Minneapolis, MN; Hennepin County, MN; and Montgomery County, MD.(100)

The Team examined public information on board appointment processes, as listed on municipal websites, for these four cities and counties as well as the fourteen peer cities used in the *Pittsburgh Post-Gazette's* "PG Benchmarks" series. The *Post-Gazette* began the "PG Benchmarks" project in 1996 "in order to provide the Pittsburgh metropolitan area with a baseline of credible information about how the region stands in comparison with 14 other similar sized metro areas."(101) Based on a detailed review of the eighteen websites, a specific set of best practices was identified and contrasted with those currently used in the city of Pittsburgh and Allegheny County. The best practices identified were identified as follows:

- Detailed public information on BACs
 - Web page solely dedicated to BACs
 - Description of BAC purpose and responsibilities
 - Explanation of BAC composition requirements
 - BAC term length
 - Listing of current BAC members with dates of appointment and term expiration dates
- Open application process
 - Publicly available application on website
 - Information on BAC appointment procedure
 - Public communication of BAC vacancies
 -



Analysis of Boards, Authorities and Commissions (BACs) Information on Municipal Websites

CITIES and COUNTIES	Web Page Solely Dedicated to BACs	Description of BAC Purpose and Responsibilities	BAC Composition Requirements	BAC Term Length Listed	Listing of Current BAC Members	Current BAC Member Term Expiration Date	Candidate Application	Detailed Information on Appointment Procedure	BAC Vacancies Listed
Pittsburgh									
Allegheny County	X	X	X	X	X				
Atlanta	X	X			X		X		
Cincinnati									
Cleveland	X	X	X						
Denver	X	X	X	X	X	X	X		X
Kansas City, MO									
Miami							X		
Milwaukee									
Minneapolis*	X	X	X	X			X	X	X
Phoenix	X	X	X	X	X		X	X	X
Portland	X	X	X	X			X		X
San Diego	X	X	X	X	X	X	X		X
Seattle	X	X	X	X					X
St. Louis									
Tampa	X	X	X	X	X	X	X		X
Eugene, OR*	X	X	X	X			X		X
Hennepin County, MN*	X	X	X	X			X	X	X
Montgomery County, MD*	X	X	X	X		X		X	X

* Denotes cities and counties identified by WGF during their initial research on existent fair representation and open appointment policies.

Explanation of Criteria

- **Web page solely dedicated to BACs:** Website has one page devoted exclusively to BACs. BACs are either listed together with a brief explanation of their purpose, or listed as hyperlinks to individual BAC websites.
- **Description of BAC purpose and responsibilities:** There is a narrative explanation on the website of each BAC's mission and goals.
- **BAC composition requirements:** Website provides detailed information on the number of members required on each BAC, any professional prerequisites for appointees, and who is responsible for appointing BAC members.
- **BAC term length listed:** On either a main BAC web page or on individual BAC websites, the maximum duration of time that people can serve on BACs is listed.
- **Listing of current BAC members:** For each BAC, a list of current BAC appointees is provided on the website.
-

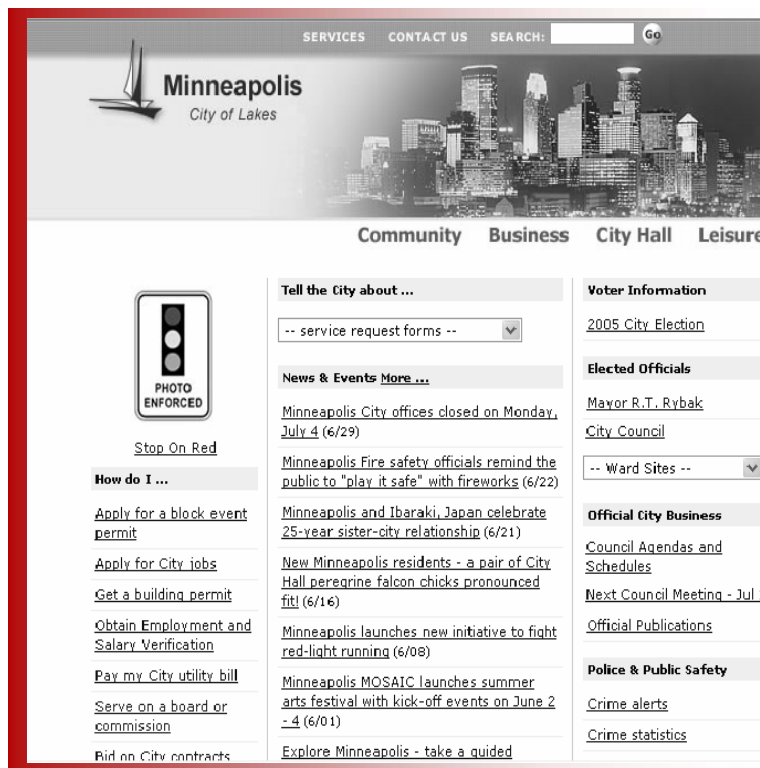
- **Current BAC member term expiration date:** For each BAC member listed, the website lists the specific date on which the appointee's term expires.
- **Candidate application:** An application form is available on the website, in either an online or downloadable format.
- **Detailed information on appointment procedure:** The website clearly outlines the step-by-step process of what happens with each BAC application once it is submitted for consideration.
- **BAC vacancies listed:** Available or soon-to-be-available BAC positions are clearly advertised on the website, on the main homepage, the main BAC web page, the individual BAC websites, the "News and Announcements" web page, or the Human Resources web page.

Explanation of Best Practices

Detailed public information on BACs

With the advent of the Internet, most of the cities and counties investigated provide detailed public information on BACs on their websites. The most easy-to-use websites have direct links to "Boards and Commissions" from their homepage. At this time, the website for the city of Pittsburgh and Allegheny County does not offer clear information on BACs. In the case of the Pittsburgh website, neither the "search" function nor the sitemap produce a result that directly links to a page listing all of the city's BACs. On the Allegheny County website, there is a listing of BACs that can be found either by conducting a site search or by utilizing a drop-down menu at the top of the website(102).

The homepage for the City of Minneapolis is a good example of how a city can make information on BACs readily accessible to its citizens:



Source: "Homepage." City of Minneapolis. 30 June 2005. <http://www.ci.minneapolis.mn.us/>

- ***Web page solely dedicated to BACs***

As exemplified by the City of Atlanta's website, many of the city and county websites also offer one page on their websites dedicated to a complete alphabetical listing of BACs, with each BAC name linked to a more detailed description of the BAC mission and responsibilities.(103)

- ***Description of BAC purpose and responsibilities***

Some city and county websites feature one page with brief explanations of each BAC's function, such as the "City of Seattle Board and Commissions" page on the City of Seattle's website(104). Others have links to separate but similarly formatted BAC web pages. Examples of such web pages include the City of Phoenix Industrial Development Authority Board (105) and the City of San Diego Commission for Arts and Culture.(106) These pages include an explanation of the BAC's function, as well as how the BAC was established (i.e., civic code or legislation) and the date of its establishment.

- ***Explanation of BAC composition requirements***

A number of the web pages devoted to individual BACs outline the mandated makeup of BAC members in terms of appointment source and geographic or professional representation. For example, the Animal Control Commission for the City of Seattle states that of its eleven members, "6 appointed by Mayor, 5 appointed by City Council."(107) And the Building Code Board of Appeals for the City of Portland states, "One member must be a builder and one must be an architect." (108)

- ***BAC term length***

Ten of the websites reviewed contain information on term length, the amount of time an appointee is eligible to serve on a BAC.

- ***Listing of current BAC members with dates of appointment and term expiration dates***

Four of the reviewed city websites provide a list of all current BAC members, their appointment dates, and the date their terms expire, as demonstrated by the City and County of Denver website:

Denver Boards and Commissions

ETHICS, BOARD OF



BOARD OF ETHICS

of Members: 5 Members, 2 appointed by Mayor, 2 appointed by City Council, 1 joint appointee
4 Year Terms
Compensation: None

Carolyn Lievers, Mayoral Appt. 4/30/07
Leonard P. Plank, City Council Appt. 4/20/07
Leslie M. Lawson, City Council Appt. 4/20/09
Lori Mack, Joint appt. 4/30/09
Ann Terry, Mayoral Appt. 4/30/09

Function: To review potential ethical issues of city officials and employees, to render advisory opinions on same, and to rule upon ethics complaints filed by citizens.

Meets: Fourth Thursday of the month at 1:30 p.m. 201 West Colfax, Conf. Rm. 7.H.10

Contact: Michael Henry 720 865-8412

Enabling Authorization: Revised Municipal Code, Article IV

Source: "Denver Boards and Commissions." Board of Ethics. City and County of Denver. 19 July 2005.
http://www.denvergov.org/Boards_and_Commissions/template22430.asp

Open Application Process

- **Publicly available application on website**

Ten of the reviewed cities and counties, including the City of Portland (109) and Hennepin County, post an online application for community members interested in serving on BACs (110)

Apart from standard biographical information and a listing of professional accomplishments, some municipalities' applications require applicants to confirm that they are residents of the city or county in which they wish to serve and to sign a financial disclosure agreement. In addition, many applications include a section on ethical guidelines and expectations of BAC participation.

- **Information on BAC appointment procedure**

Websites for four municipalities, including Montgomery County and Hennepin County, feature extensive information on the procedures for selecting, reviewing, and appointing BAC candidates. Hennepin County has an “Open Appointments Process Questions and Answers” page (111), while Montgomery County includes a “Policy and Procedures” icon on its BAC website, which links to a page that explains its entire appointment process.(112)

- **Public communication of BAC vacancies**

There are a number of ways that cities and counties communicate upcoming BAC vacancies, as a means of reaching the maximum number of prospective applicants. Of the websites reviewed, vacancies are either prominently advertised on the municipality’s homepage, as illustrated below on the Montgomery County website, or on the BAC section of the website with a direct link to the BAC vacancy notice. In addition, municipalities also advertise vacancies through other means such as press releases, announcements in local media (i.e., newspapers, public access television, and free neighborhood publications), and community outreach.



Source: “Homepage.” Montgomery County. 30 June 2005. <http://www.montgomerycountymd.gov>

Research Findings

The Team collected information on BACs comprised of members appointed by the City and/or County. The Team was seeking to find out the gender and racial composition of BAC members in the City and County. The team then compared the gender and racial compositions of these BACs to demographics for the working-age populations of the City and County.

Initially, the team sought to compile a list of BACs in the City and County. City BACs were identified using the City's website and by contacting the Office of the Mayor and the City Clerk's Office. County BACs were identified using the County's website, which provides a list of BACs. The resulting BAC universe employed in the study is as complete as possible, though it may not be exhaustive. There are 55 County BACS, 30 City BACs and one joint City-County BAC.

Allegheny County BACs:

Agricultural Land Preservation Board	Industrial Development Authority
Air Pollution Control Advisory Committee	Investment Board
Allegheny County Airport Authority	Juvenile Detention Board of Advisors
Allegheny County Board of Health	Kane Foundation Board
Allegheny County Housing Authority	Local Emergency Planning Committee
Allegheny County Jail Oversight Board	Mental Health/Mental Retardation Advisory Board
Allegheny County Jail Prog. Task Force Exec. Board	Minority Business Enterprise-Certification Appeals
Allegheny County Sanitary Authority	Parks & Recreation Commission of Allegheny County
Allegheny HealthChoices, Inc.	Personnel Board
Allegheny Land Trust	Pittsburgh Allegheny County Thermal
Allegheny League of Municipalities Board	Plumbing Advisory Board
Allegheny Regional Asset District Board	Police Academy Advisory Board
Area Agency on Aging Advisory Council	Port Authority of Allegheny County Board
Authority for Improvements in Municipalities	Professional Services Review Committee
Carnegie Library Board	Property Assessment Appeals & Review Board
Children, Youth and Families Advisory Committee	Redevelopment Authority of Allegheny County
Community College of Allegheny County	Regional Trail Corporation Board
Community Services Advisory Council	Residential Finance Authority
Conservation District Board	Retirement Board
Cooperative Extension Board	Section 202 Boards
Depository Board	Senior Companion Program Advisory Council
Drug and Alcohol Planning Council	Soldiers and Sailors Memorial Hall Board
Elections Board	Southwestern Pennsylvania Commission
Emergency Medical Service Institute Board	Sports and Exhibition Authority
Finance and Development Commission	Stadium Authority
Firemens Advisory Board	Three Rivers Workforce Investment Board*
Higher Education Building Authority	Vacant Property Review Committee
Hospital Development Authority	Veterans Advisory Council

* Joint City-County BAC

City of Pittsburgh BACs:

Allegheny County Sanitary Authority	Housing Authority
Allegheny Regional Asset District Board	Municipal Pension Fund
Art Commission	Parking Authority
Board of Appeals	Personnel and Civil Service Commission
Board of Code Review	Pittsburgh Allegheny County Thermal
Cable and Communications Advisory Committee	Planning Commission
Citizen Police Review Board	Police Pension Board
Commission on Human Relations	Shade Tree Commission
Comprehensive Municipal Pension Trust Fund	Sports and Exhibition Authority
Design Review Committee	Stadium Authority Board
Equal Opportunity Review Committee	Standards and Appeals Board
Equipment Leasing Authority	Steel Valley Authority
Ethics Hearing Board	Urban Redevelopment Authority of Pittsburgh
Fire Pension Board	Water and Sewer Authority
Historic Review Commission	Zoning Board of Adjustment

Representatives of these BACs were asked to complete a questionnaire (see Appendix E) which primarily sought information on BAC members. The questionnaire was sent via fax and email, and collected in one of four ways: fax, email, in person and by phone. All respondents provided information based on their interpretation of the questionnaire.

The Team designated three categories of BACs. Category I consists of relevant BACs, which have at least one member appointed by the City and/or County, and which adequately completed and submitted the questionnaires (see Appendix D). Category II consists of BACs eliminated from consideration in the study because they did not have at least one member appointed by the City and/or County, and BACs provided in non-current lists acquired via various sources and later determined to be defunct (See Appendix D). Category III consists of BACs determined to be relevant to the study but which did not adequately submit the questionnaires.(See Appendix D).

BACs by Category:

	Category			Total
	I	II	III	
City of Pittsburgh	21	8	1	30
Allegheny County	32	13	10	55
Joint City-County	1	0	0	1

To determine the response rate to the questionnaire, the Team established the “universe” as the sum of Category I and Category III to calculate the total of potential respondents. Then, Category I was divided by the total of Category I and Category III to get the total response rate.

CITY:

$$21+1 = 22$$

$$21/22 = 95.5\% \text{ response rate}$$

COUNTY:

$$32+10 = 42$$

$$32/42 = 76.2\% \text{ response rate}$$

The team then divided the information reported by category I BACs into three distinct groups:

- BAC members appointed by the City;
- BAC members appointed by the County; and
- BAC members jointly appointed by the City and the County.

The figures presented below are cumulative for these three groups, rather than for a specific category of BAC. This is because individual BACs could and did contain members from all three groups. Only active, primary delegates have been counted as BAC members; alternates have been excluded. Also excluded were members who are appointed by statute or by definition; for example, if the Mayor were automatically made a member of a board, then that position would be excluded from the count.

The team believes that these findings represent the first such analysis of City BAC appointments, as well as the most accurate analysis of County BAC appointments to date. Previous analyses of County BACs included non-appointed BAC members in their studies, which consequently provided an inaccurate portrait of County appointments to BACs.

City of Pittsburgh

There were 21 City BACs with 129 City BAC members represented in the following results. The following table presents the gender and racial characteristics of the working-age population of the City of Pittsburgh compared with those same characteristics of BAC members.(113) The Team employed the working-age comparison because this group represents the body of potential BAC appointees.

Table 1: City of Pittsburgh by Gender and Race Compared to Board, Authority, Commission and Committee Members		Population
	City of Pittsburgh	City of Pittsburgh BAC Members
Total Working Age Population	213,021	
Total number of members represented in survey		129
	<u>% of Total</u>	<u>% of Total</u>
Gender		(N=129)
Men	49.1%	65.89%
Women	50.9%	34.11%
Race and Gender		(N=129)
Black/African American Men*	10.7%	12.4%
Black/African American Women*	13.4%	13.18%
Non-Hispanic White Men**	34.7%	53.49%
Non-Hispanic White Women**	34.4%	20.16%

*For County population: Black/African American alone, not in combination with other races; questionnaire does not specify non-combinatory

**Non-Hispanic for County population alone; questionnaire does not specify non-Hispanic for indicatory question

Allegheny County

There were 32 County BACs with 196 County BAC members identified by gender and 180 members identified by both gender and race included in the Team's study. The following table presents the gender and racial characteristics of the working-age population of the County compared with those same characteristics of BAC members.(114) As with the City data, the Team employed the working-age comparison because this group represents the body of potential BAC appointees.

Table 2: Allegheny County by Gender and Race Compared to Board, Authority, Commission and Committee Members		Population
	Allegheny County	Allegheny County BAC Members
Total Working Age Population	772,074	
Total number of members represented in survey		Gender: 196 Race and Gender: 180
	<u>% of Total</u>	<u>% of Total</u>
Gender		(N=196)
Men	48.4%	71.43%
Women	51.6%	28.57%
Race and Gender		(N=180)
Black/African American Men*	5.2%	16.67%
Black/African American Women*	6.5%	5%
Non-Hispanic White Men**	41.2%	53.33%
Non-Hispanic White Women**	43.1%	23.89%

*for County population: Black/African American alone, not in combination with other races; questionnaire does not specify non-combinatory

**Non-Hispanic for County population alone; questionnaire does not specify non-Hispanic for indicatory question.

Joint City-County Appointments

There were a number of joint City-County appointments in the Team's survey. These appointments are not included in the above results. The Three Rivers Workforce Investment Board appoints all of its members in this fashion. It reported a membership consisting of 37 males and 20 females, with race not indicated. There were a total of three more joint appointments in other organizations – two white men and one white woman.

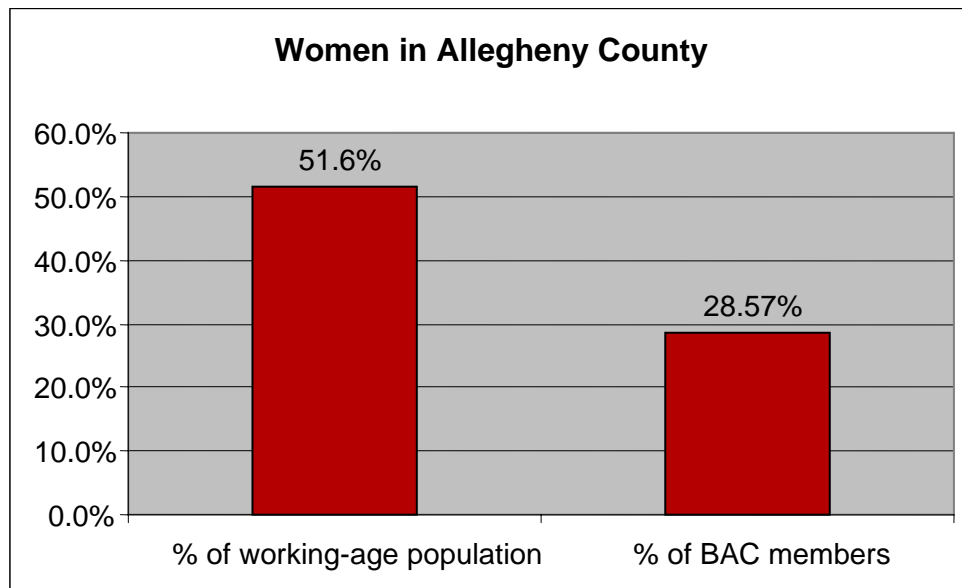
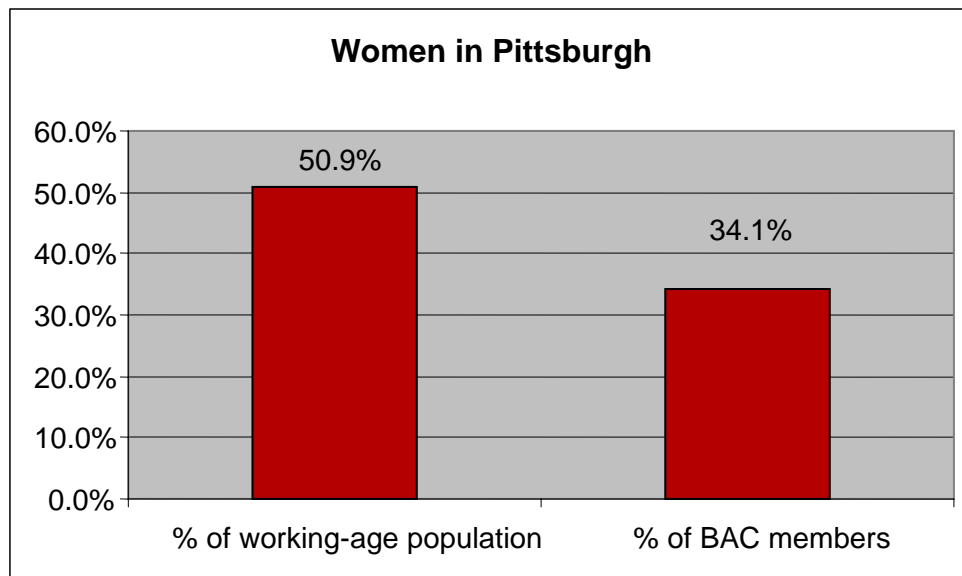
Notable Observations

One important finding was the sheer difficulty of collecting information. Much BAC information, particularly on the City side, was not immediately publicly available. Where the City and County did provide the type of information sought in this study, it was often so inaccurate or outdated that it illuminated very little pertinent information. The City, for example, does not provide a list of BACs on its website or anywhere else. Therefore, the public has no way of knowing which BACs exist or who their appointed members are. The County provides a list of BACs on its website, but the information provided on this list is badly outdated and many of the listed BACs do not contain members appointed by the County. As such, the team found it challenging to contact BACs. It was even more challenging to elicit responses from many BAC representatives. While many representatives completed and returned their

questionnaires promptly, some representatives were contacted at least five times and still never completed questionnaires.

Results

The most striking result is the disparity between male and female BAC appointments. Females make up slightly more than 50 percent of the population in both the City and County. However, they account for a far lesser share BAC appointees – 34.1 percent in the City and 28.57 percent in the County. The following graphs illustrate this disparity.



It is particularly interesting to note the individual BACs for which the number of appointed women outnumber appointed men compared to those BACs for which men -- particularly white men -- outnumber appointed women. While there are only three BACs in the City or County on which women outnumber men – The Shade Tree Commission, Commission on Human Relations, and The Children, Youth and Families Advisory Committee – men outnumber women on every other BAC in the City and County, including such high-profile BACs as the Sports and Exhibition Authority, the Port Authority of Allegheny County, and the Urban Redevelopment Authority of Pittsburgh. In even starker contrast, on boards with at least three appointed members, men comprise the entire appointed membership of the following BACs.

BACs with County Appointees

- Allegheny County Sanitary Authority
- Plumbing Advisory Board
- Redevelopment Authority of Allegheny County
- Regional Trail Corporation Board

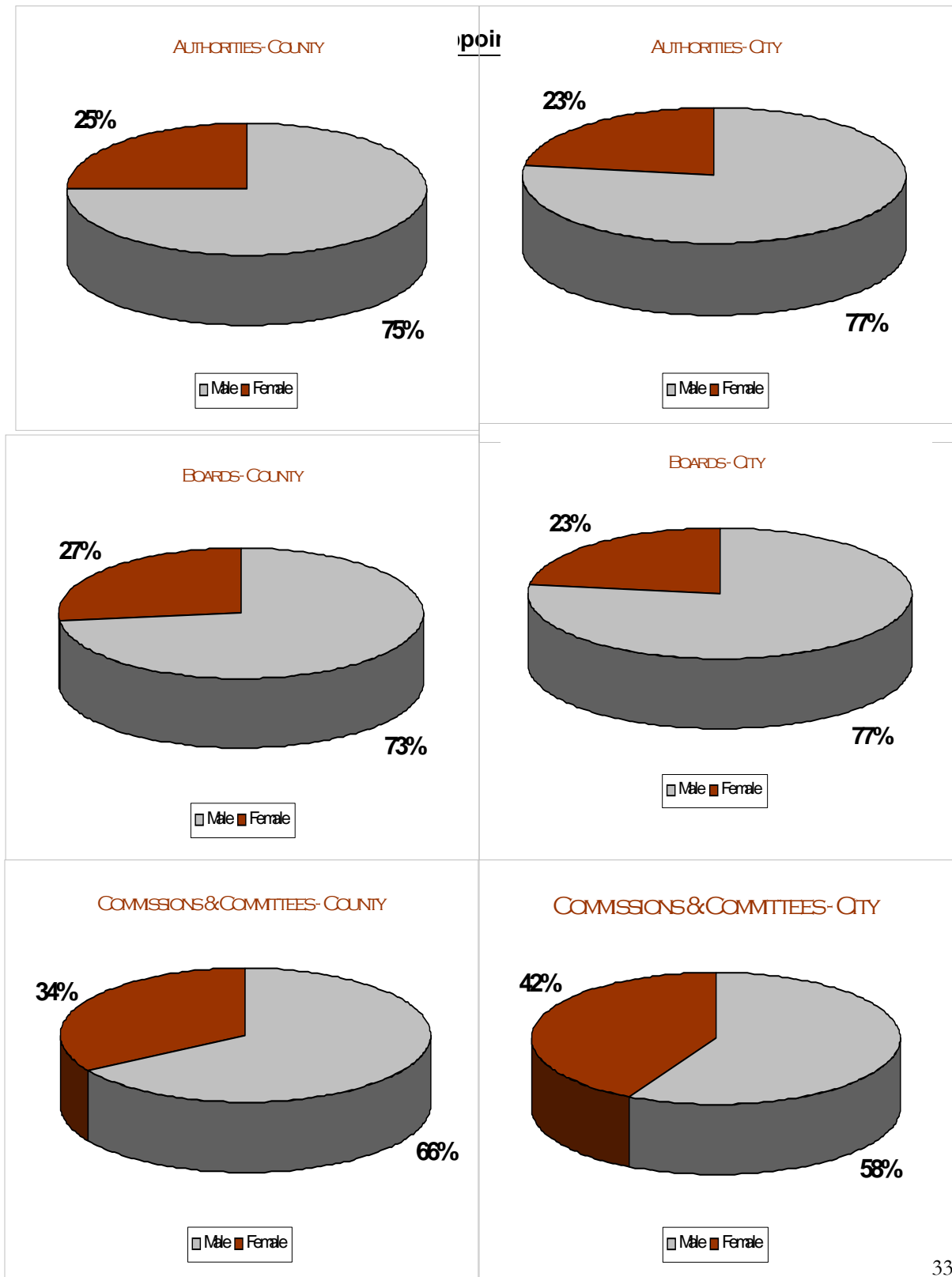
BACs with City Appointees


- Allegheny County Sanitary Authority
- Equipment and Leasing Authority
- Sports and Exhibition Authority
- Zoning Board of Adjustment

Similarly, the gender gap in appointments also seems to bear some relationship to the nature of BAC.

“ Women make up over fifty percent of the Pittsburgh’s population, yet constitute only 34.1% of BAC appointments. ”

RESULTS FOR AUTHORITIES, BOARDS, COMMISSIONS & COMMITTEES





For both the City and the County, the disparity of appointments evaluated on gender seems to be greatest for Authority appointees, equal or only slightly less pronounced for Board appointees, and then noticeably more equal for Commission and Committee appointees. Although measuring the relative fiscal authority of individual BACs or types of BACs is outside the scope of this project, it is not uncommon to casually associate authorities and boards with greater fiscal responsibility – and some might say greater power – than the responsibilities attributed to commissions and committees, whose appointed members present a more equitable gender distribution. While no definitive conclusions can be drawn at present, this disparity might warrant further examination.

While whites and African Americans comprise the vast majority of City and County populations (over 93 percent of the City; over 96 percent of the County), appointments of other minorities seem to be lacking. Only one City BAC member was determined by respondents to be non-white and non-African American, accounting for 0.78 percent of BAC members, while only two County BAC members were in this category, accounting for 1.12 percent of County BAC members.

Finally, it should be noted that African American men and women are represented among both City and County appointees in numbers proportional their share of the working-age population. The City and County should be commended for equitable appointments of African Americans to BACs.

Recommendations

The following recommendations provide the City of Pittsburgh and Allegheny County the opportunity to better uphold principles of good governance. In developing these recommendations, the Team sought to provide feasible and cost effective solutions to expand the universe of applicants and broaden diversity of appointments to boards, authorities, commissions and committees. The Team believes that these recommendations facilitate transparency and accessibility in local government, which are essential to accomplishing the goal of fair representation.

The BAC Research Project Team proposes the following recommendations for implementing fair representation in the City of Pittsburgh (City) and Allegheny County (County):

- 1) Adopt the following eight best practices at both the City and County level, creating an appointment process that is accessible and transparent to the public. On external City and County websites:
 - a) Provide detailed and current information on BACs
 - b) Provide a comprehensive listing of all BACs
 - c) Provide a description of BAC purpose, responsibilities and composition requirements
 - d) Provide information on BAC term lengths
 - e) Provide a listing of current BAC members with names, photos, dates of appointment, and term expiration dates (including date last updated)
 - f) Provide an application for BACs
 - g) Provide information on how applications are processed
 - h) Communicate BAC vacancies. Additionally, vacancies should be disseminated through community publications, school district newsletters, borough publications, and other free publications.
- 2) Adopt a fair representation policy that includes the above best practices as well as the following:
 - a) Conduct an annual demographic assessment of each BAC's membership that includes an aggregate total of board members' race and gender as well as the race and gender composition of individual BACs. Annual results should be presented to the appropriate governing body and made publicly available on the City and County websites.
 - b) Institute a training program for all new appointees to BACs in the City and County on effective governance and decision making. As part of this training, the City and County will provide each appointee with a board member handbook that includes the enabling legislation for that board, all pertinent contact information, board member rights and obligations, conflict of interest policies and a description of the roles and responsibilities of board members. The responsibility of training new members shall fall to each BAC, and each BAC will provide its own internal materials to new members.



COUNTY FAIR REPRESENTATION POLICY LANGUAGE

§ _____

TITLE: FAIR REPRESENTATION IN APPOINTMENTS TO BOARDS, AUTHORITIES AND COMMISSIONS

PURPOSE: Policy to establish standard procedures for appointing members to County boards, authorities and commissions.

GOALS:

- To establish standard procedures for appointing members to County boards, authorities and commissions.
- To ensure to the greatest extent possible that all appointed boards reflect the diversity of County residents and are representative and balanced by gender and race.
- To ensure that all interested County citizens of working age have opportunities to be considered for appointments on boards, authorities and commissions in the County of Allegheny.
- The Office of the County Chief Executive will be responsible for managing the appointment system to fulfill the responsibilities and expectations of the Fair Representation Policy.

DEFINITION OF FAIR REPRESENTATION:

We define fair representation herein as representation that is reflective of all demographics within a community, allowing for a diversity of viewpoints and thus more effective governance.

COMPOSITION OF BOARDS, AUTHORITIES AND COMMISSIONS:

All boards, authorities and commissions will fairly represent County residents based on gender and race.

ACTIVITIES:

County staff will conduct the following activities to implement the Fair Representation Policy:

- (1) Develop and maintain a database of all County boards, authorities and commissions including information on origin, duration, purpose, meeting times, board composition, number of members, terms of members, current membership roster and term expirations, qualifications, and other pertinent information. Articles of incorporation, bylaws, statutes and any other related documents will be updated on an annual basis.
- (2) On the County website, develop and maintain a 'Boards, Authorities and Commissions' page with links to all information about public, non-elected boards, authorities and commissions. This information should include a comprehensive alphabetical list of all County boards, authorities and commissions with links to individual pages for each board, authority and commission, policies and procedures of how the County appointment process works, and the Fair Representation Policy. There should be an easy-to-access link to the 'Boards, Authorities and Commissions' web page from the County homepage.
- (3) Develop and maintain individual web pages for each County board, authority and commission with information about each board, authority and commission. This information should include: an explanation of the purpose or function and a description of the board, authority and commission, purpose and activities; a reference to the enabling legislation and the date it was created; and information on the term length appointees are eligible to serve. These specific web pages should also include a current list of appointed members. The member information should include an alphabetical list of member names with corresponding photographs, dates of appointment, and term expiration dates.
- (4) Develop standardized application materials and a tracking and reporting system, which provides information on the balance and representation of the system. This information will be made available as public record.

- (5) *Make applications available to interested citizens by posting a printable application on the County website.*
- (6) *All aforementioned information relating to County boards, authorities and commissions will be updated on an annual basis.*

STANDARDIZED INFORMATION ON APPLICANTS:

The Office of the Manager, assisted by other departments as necessary, will develop a standardized application form to be submitted by all applicants under the Fair Representation Policy. This information provided in the form will be used to track efforts to achieve committee balance. Once an applicant has submitted an application, County staff will provide a receipt to the applicant indicating that the County of Allegheny received the application. The County will keep all applications on file at the County for up to one year.

RECRUITMENT & TRAINING

County staff will produce and distribute vacancy announcements and press releases concerning available seats on boards, authorities and commissions and new appointments. All vacancy announcements and press releases will be available on the County website and will be distributed to community publications, borough publications, school district newsletters and other free publications.

The Office of the County Chief Executive will institute an appointee training program for all new appointees to BACs in the County of Allegheny to train BAC appointees on effective governance and decision making. As part of this training, the County will provide each appointee with a board member handbook that includes the enabling legislation for that board, all pertinent contact information, board member rights and obligations, conflict of interest policies and a description of the roles and responsibilities of board members. The responsibility of training new members shall fall to each BAC, and each BAC will provide its own internal materials to new members.

ANNUAL EVALUATION

The Office of the County Chief Executive will conduct an annual assessment of BAC membership with respect to race and gender that includes an aggregate total of board members race and gender as well as the total race and gender on each individual board, authority and commission. These results will be made publicly available on the County website. The County Chief Executive will also present the findings of the annual assessment to the County Council to make the report part of public record.

PUBLIC INFORMATION

All information on County boards, authorities and commissions required herein will be made available as part of the public record and will be made accessible on the County website, as well as available upon request at the Office of the County Manager.

CITY OF PITTSBURGH FAIR REPRESENTATION POLICY LANGUAGE

§ _____

TITLE: FAIR REPRESENTATION IN APPOINTMENTS TO BOARDS, AUTHORITIES AND COMMISSIONS

PURPOSE: Policy to establish standard procedures for appointing members to City boards, authorities and commissions.

RESOLUTION BEFORE THE CITY COUNCIL ON FAIR REPRESENTATION

The City of Pittsburgh contains a wealth of talent and energy in its communities. The City of Pittsburgh will benefit from a fair and open appointment process which ensures that the demographics of City residents are reflected on public, non-elected boards, authorities and commissions. The residents of the City of Pittsburgh are better served when all appointed boards represent the diversity of City residents and are balanced by gender and race. Additionally, broad-based participation will provide role models from various social, economic, and cultural segments of the community and provide an entry point for future leaders to engage in civic activities and the political process. This Fair Representation Policy is designed to be an objective process characterized by increased accessibility, transparency, and fairness while preserving the discretionary elements necessary to appoint the best qualified candidates possible.

GOALS:

- To establish standard procedures for appointing members to City boards, authorities and commissions.
- To ensure to the greatest extent possible that all appointed boards reflect the diversity of City residents and are representative and balanced by gender and race.
- To ensure that all interested City citizens of working age have opportunities to be considered for appointments on boards, authorities and commissions in the City of Pittsburgh.
- The Office of the Mayor will be responsible for managing the appointment system to fulfill the responsibilities and expectations of the Fair Representation Policy.

DEFINITION OF FAIR REPRESENTATION:

We define fair representation herein as representation that is reflective of all demographics within a community, allowing for a diversity of viewpoints and thus more effective governance.

COMPOSITION OF BOARDS, AUTHORITIES AND COMMISSIONS:

All Boards, Authorities and Commissions will fairly represent City residents based on gender and race.

ACTIVITIES:

City staff will conduct the following activities to implement the Fair Representation Policy:

- (7) Develop and maintain a database of all City boards, authorities and commissions including information on origin, duration, purpose, meeting times, board composition, number of members, terms of members, current membership roster and term expirations, qualifications, and other pertinent information. Articles of incorporation, bylaws, statutes and any other related documents will be updated on an annual basis.
- (8) On the City website, develop and maintain a 'Boards, Authorities and Commissions' page with links to all information about public, non-elected boards, authorities and commissions. This information should include a comprehensive alphabetical list of all City boards, authorities and commissions with links to individual pages for each board, authority and commission, policies and procedures of how the City appointment process works, and the Fair Representation Policy. There should be an easy-to-access link to the 'Boards, Authorities and Commissions' web page from the City homepage.
- (9) Develop and maintain individual web pages for each City board, authority and commission with information about each board, authority and commission. This information should include: an explanation of the purpose or function and a description of the board, authority and commission,

purpose and activities; a reference to the enabling legislation and the date it was created; and information on the term length appointees are eligible to serve. These specific web pages should also include a current list of appointed members. The member information should include an alphabetical list of member names with corresponding photographs, dates of appointment, and term expiration dates.

(10) Develop standardized application materials and a tracking and reporting system, which provides information on the balance and representation of the system. This information will be made available as public record.

(11) Make applications available to interested citizens by posting a printable application on the City website.

(12) All aforementioned information relating to City boards, authorities and commissions will be updated on an annual basis.

STANDARDIZED INFORMATION ON APPLICANTS:

The Office of the Mayor, assisted by other departments as necessary, will develop a standardized application form to be submitted by all applicants under the Fair Representation Policy. This information provided in the form will be used to track efforts to achieve committee balance. Once an applicant has submitted an application, City staff will provide a receipt to the applicant indicating that the City of Pittsburgh received the application. The City will keep all applications on file at the City for up to one year.

RECRUITMENT & TRAINING

City staff will produce and distribute vacancy announcements and press releases concerning available seats on boards, authorities and commissions and new appointments. All vacancy announcements and press releases will be available on the City website and will be distributed to community publications, borough publications, school district newsletters and other free publications.

The City will institute an appointee training program for all new appointees to BACs in the City of Pittsburgh to train BAC appointees on effective governance and decision making. The Office of the County Chief Executive will institute an appointee training program for all new appointees to BACs in the County of Allegheny to train BAC appointees on effective governance and decision making. As part of this training, the County will provide each appointee with a board member handbook that includes the enabling legislation for that board, all pertinent contact information, board member rights and obligations, conflict of interest policies and a description of the roles and responsibilities of board members. The responsibility of training new members shall fall to each BAC, and each BAC will provide its own internal materials to new members.

ANNUAL EVALUATION

The Office of the Mayor will conduct an annual assessment of BAC membership with respect to race and gender that includes an aggregate total of board members race and gender as well as the total race and gender on each individual board, authority and commission. These results will be made publicly available on the City and County website. The Mayor will also present the findings of the annual assessment to the City Council to make the report part of public record.

PUBLIC INFORMATION

All information City boards, authorities and commissions required herein will be made available as part of the public record and will be made accessible on the City website, as well as available upon request at the Mayor's Service Center.

Implementation Plan

The implementation plan exhibits the significant steps that the Mayor's Office and County Executive's office must take to implement the aforementioned recommendations.

Action to Implement:

Draft policy language and adopt legislation on fair representation.
(See City and County Fair Representation Policy Language)

Action to Implement:

Provide detailed public information on BACs on the City and County websites through an easy-to-access direct link to "Boards, Authorities and Commissions" from their homepages. Examples below include suggestions for the City and County websites, as well as the city website for Minneapolis, Minnesota.

Examples:

City of Pittsburgh Homepage

CITY OF PITTSBURGH HOMEPAGE

List Boards, Authorities and Commissions link under "City Services"

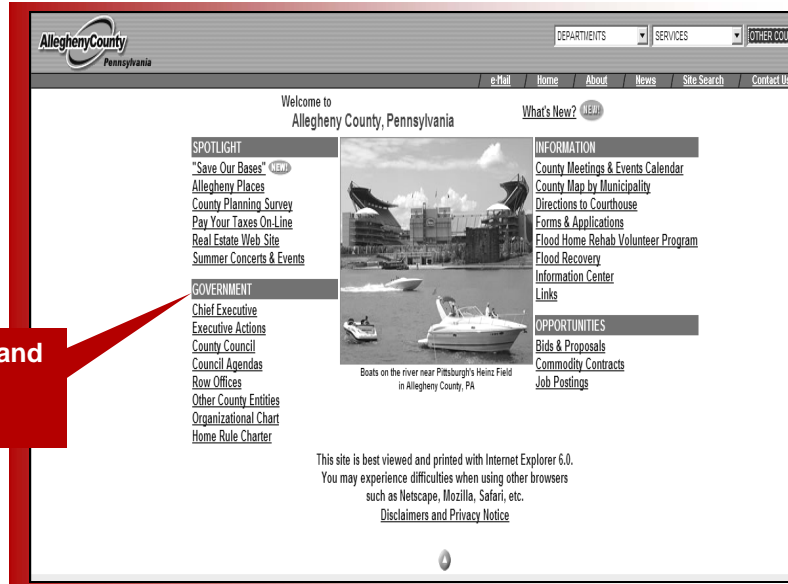


Source: "City of Pittsburgh Homepage." City of Pittsburgh, PA. 18 July 2005.

<http://www.city.pittsburgh.pa.us>

ALLEGHENY COUNTY HOMEPAGE

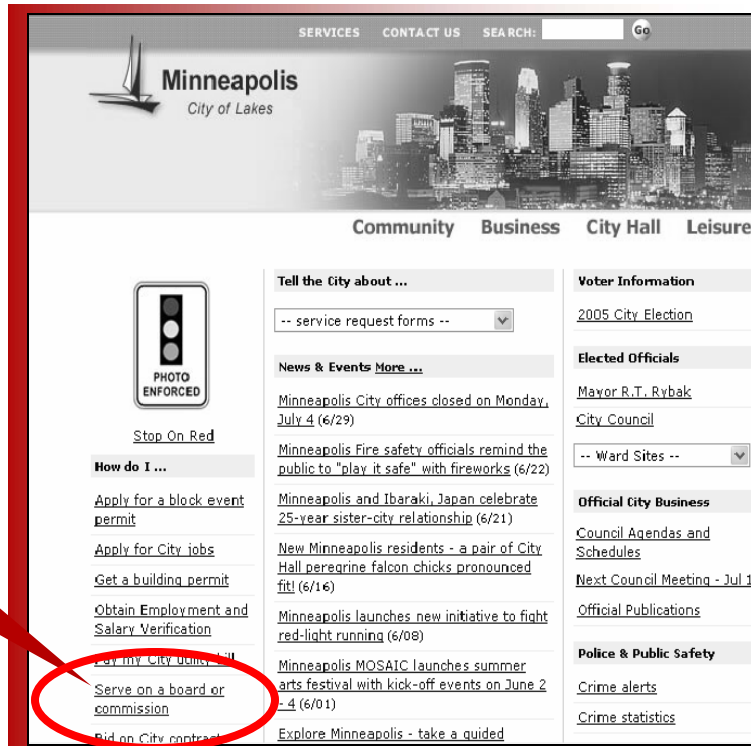
List Boards, Authorities and Commissions link under "Government"



Source: "Homepage." Allegheny County, PA. 18 July 2005. <http://www.county.allegheny.pa.us/>

CITY OF MINNEAPOLIS HOMEPAGE

Minneapolis Homepage: "Serve on a board or commission" link



Source: "City of Minneapolis Homepage." Montgomery County, MN. 18 July 2005. <http://www.ci.minneapolis.mn.us/>

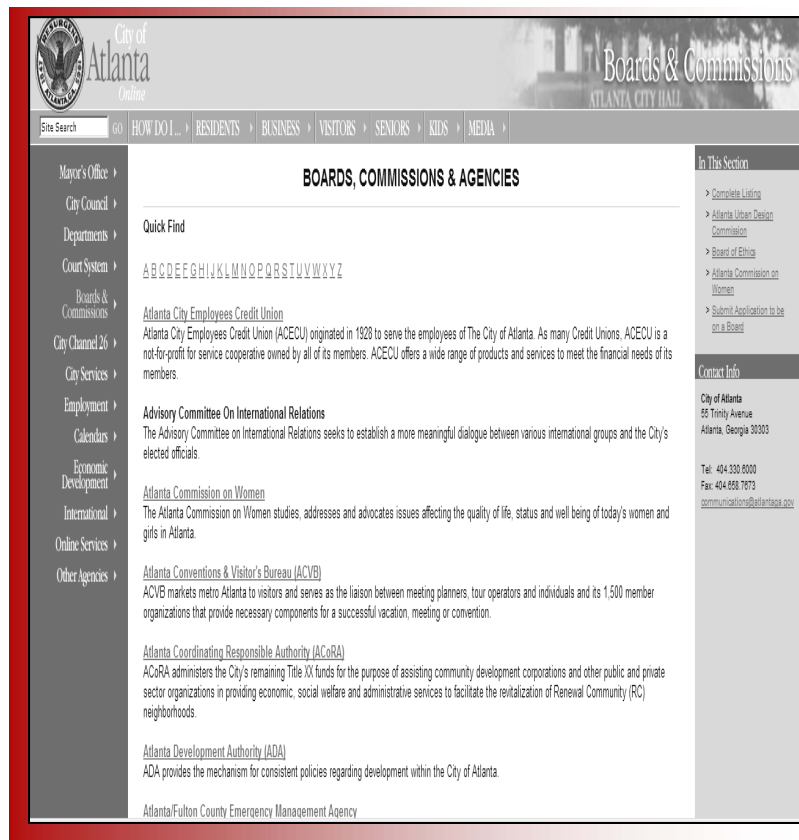
Action to Implement:

Create a Boards, Authorities and Commissions Homepage.

Examples:

City of Atlanta Boards, Commissions & Agencies Homepage

CITY OF ATLANTA, COMMISSIONS & AGENCIES HOMEPAGE



Source "Atlanta County Boards, Committees, and Commissions Page." Atlanta, GA. 18 July 2005. http://www.atlantaga.gov/Government/Boards/brds_comm.aspx

Action to Implement:

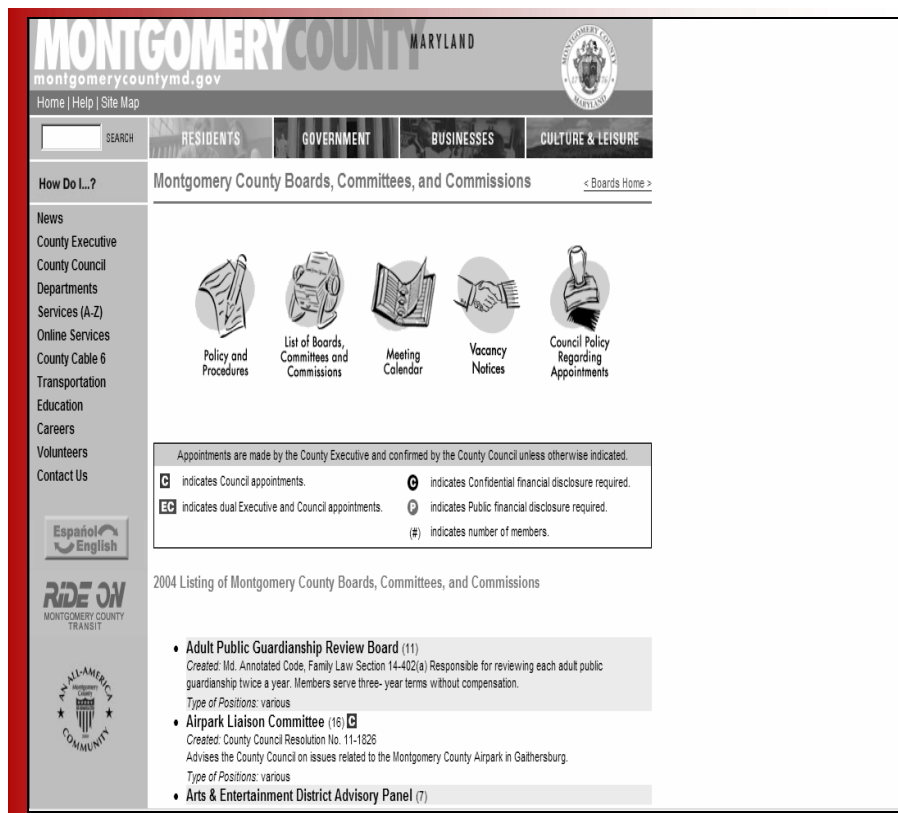
The Boards, Authorities and Commissions Homepage should include the following links and information:

- One page dedicated to a comprehensive, alphabetical listing of BACs, with a links to individual pages for each specific board, authority or commission.
- One page dedicated to the policies and procedures of how the appointment process works.
- Description of each BAC's purpose and responsibilities
- Explanation of each BAC's composition requirements
- One page dedicated to the adopted Council policy/legislation of fair representation on Boards, Authorities and Commissions.

Examples:

2004 Listing of Montgomery County Boards, Committees, and Commissions

2004 LISTING OF MONTGOMERY COUNTYBOARDS, COMMITTEES AND COMMISSIONS



Source "2004 Listing of Montgomery County Boards, Committees, and Commissions" Montgomery County, MD. 18 July 2005. <http://www.montgomerycountymd.gov/mcgtmpl.asp?url=/content/exec/boards/list.asp>

COUNCIL POLICY REGARDING APPOINTMENTS

MONTGOMERY COUNTY
maryland
montgomerycountymd.gov

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List of Boards, Committees and Commissions


Meeting Calendar


Vacancy Notices


Council Policy Regarding Appointments


Council Policy Regarding Appointments


Background


1. The County Council recognizes that boards, committees, and commissions are an integral and important component of County government and that citizens provide the County government a vast resource of talent, expertise, and volunteer time.


2. The County Council has asked that its adopted policies regarding appointments to boards, committees, and commissions be organized into one document for ease of reference and to reiterate its general policies with regard to appointing members to serve on boards, committees, and commissions. The Council also reemphasizes that reappointment to boards, committees, and commissions is not an automatic process.

3. The County Council has previously adopted general policies affecting the solicitation and appointment of members to boards, committees, and commissions. These policies are contained in law, resolution, or









Source "Council Policy Regarding Appointments" Montgomery County, MD. 18 July 2005.
<http://www.montgomerycountymd.gov/mcgtmpl.asp?url=/content/exec/boards/council.asp>

Action to Implement:

Each individualized page dedicated to specific boards, authorities and commissions should include the following information.

- An explanation of the BAC's purpose and function as well as a description
- A reference to how the BAC was established (i.e. civic code or legislation) as well as the date it was established
- A reference to the amount of time an appointee is eligible to serve on the BAC
- A listing of the current BAC members with names, photographs, dates of appointment, and term expiration date

Examples:

Seattle-King County Advisory Council on Aging and Disability Services

SEATTLE-KING COUNTY ADVISORY COUNCIL ON AGING & DISABILITY SERVICES

SEATTLE.GOV City Services Departments Staff Directory About Seattle City Contacts

SEATTLE.GOV
Greg Nickels, Mayor

SEARCH: Seattle.gov

SEATTLE-KING COUNTY ADVISORY COUNCIL on AGING & DISABILITY SERVICES

618 Second Avenue, Suite 1020
Seattle, WA 98104-2232
(206) 684-0490

[Advisory Council Home](#) • [Aging & Disability Services Home](#)

Seniors Digest

News & Events

Advocacy Issues

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- [Members](#)
- [By-Laws](#)
- [How to Join](#)
- [History of ADS](#)

Meetings

- [Agendas](#)


Welcome to the Advisory Council on Aging and Disability Services

We are a hard-working volunteer citizens group which represents older and individuals with disabilities within our community. Our work is divided into a number of committees to accomplish the following:

- WE ADVISE and guide Aging and Disability Services of Seattle/King County in providing services;
- WE ADVOCATE on behalf of older and individuals with disabilities;
- WE MONITOR, EVALUATE, and comment upon all policies, programs, hearings, levies, and community actions which will affect older and individuals with disabilities;
- WE FORM COALITIONS and work in cooperation with other agencies, organizations, and individuals to achieve our mutual goals.

Source "Seattle-King County Advisory Council on Aging and Disability Services" Seattle-King County, WA. 18 July 2005. <http://www.cityofseattle.net/humanservices/ads/AdvisoryCouncil/default.htm>

CITY OF PHOENIX INDUSTRIAL DEVELOPMENT AUTHORITY BOARD

 phoenix.gov

INDUSTRIAL DEVELOPMENT AUTHORITY BOARD

Description:
This Board was created to: promote industry and develop trade in the greater Phoenix area; stimulate and encourage the production, development, and use of agricultural products and na and otherwise in the rehabilitation, expansion and development of all kinds of business and industries which will promote and assure job opportunities; promote the construction, improve residential real property for dwelling units; and promote and assure an improved standard of living and an increase in prosperity and health.

Board Composition:
This Board shall consist of no less than three or more than nine member elected by the Mayor and City Council who must be qualified electors of the City of Phoenix. No member shall be of Phoenix.

Membership:


Maximum Members:	9
Minimum Members:	3
Current Members:	9
Vacancies:	0

Active Member List:

Member Name	Representation
Bordeaux, Herb	Resident of Phoenix
Gillies, Terri	Resident of Phoenix
Harrison, Mernoy	Resident of Phoenix
Keuth Jr., Donald	Resident of Phoenix
Loubert, Andrew	Resident of Phoenix
Ramos, Ruben	Resident of Phoenix

Source "Industrial Development Authority Board" City of Phoenix, AZ. 18 July 2005.
<http://phoenix.gov/phx/bdcomm/servlet/BoardCommissionDetail?nbr=B9900372>

SAN DIEGO COMMISSION FOR ARTS AND CULTURE


**THE CITY OF SAN DIEGO**

Business | City Hall | Community | Departments | Information | Leisure | Services A-Z | Visiting

ARTS & CULTURE HOME | ABOUT US | PROGRAMS & SERVICES | HOT TOPICS | CONTACT US | RELATED LINKS


Commission for Arts and Culture

About Us



The individual artists, and arts and cultural organizations in San Diego reflect the excitement found in our city. They provide our communities with an extraordinary variety of options. Through the local stages, galleries, festivals and community meeting spaces, they bring the arts and culture to everyone in San Diego.

The City of San Diego Commission for Arts and Culture provides a foundation for the integration of this creative energy. We work to insure the stability, success and continued growth of our artistic and cultural providers. The Commission also serves as a partner and catalyst for artistic innovation within our communities.



- [Mission](#)
- [Vision](#)
- [Background History](#)
- [Staff Biographies](#)
- [Commissioners' Biographies](#)

Mission Statement

The City of San Diego Commission for Arts and Culture vitalizes the City by supporting the region's cultural assets, integrating arts and culture into community life and showcasing San Diego as an international cultural destination.

▲ TOP OF PAGE ▲

Source "San Diego Commission on Arts and Culture.." San Diego, CA. 18 July 2005.
<http://www.sandiego.gov/arts-culture/about.shtml>

CITY OF DENVER – BOARD OF ETHICS

Denver Boards and Commissions

ETHICS, BOARD OF



BOARD OF ETHICS

of Members: 5 Members, 2 appointed by Mayor, 2 appointed by City Council, 1 joint appointee
4 Year Terms
Compensation: None

Carolyn Lievers, Mayoral Appt. 4/30/07
Leonard P. Plank, City Council Appt. 4/20/07
Leslie M. Lawson, City Council Appt. 4/20/09
Lori Mack, Joint appt. 4/30/09
Ann Terry, Mayoral Appt. 4/30/09

Function: To review potential ethical issues of city officials and employees, to render advisory opinions on same, and to rule upon ethics complaints filed by citizens.

Meets: Fourth Thursday of the month at 1:30 p.m. 201 West Colfax, Conf. Rm. 7.H.10

Contact: Michael Henry 720 865-8412


Enabling Authorization: Revised Municipal Code, Article IV

Source: "Denver Boards and Commissions." Board of Ethics. City and County of Denver. 19 July 2005.
http://www.denvergov.org/Boards_and_Commissions/template22430.asp

Action to Implement:

An application for community members interested in serving on BACs should be available on the City and County website in either an online or printable form.

Examples:**HENNEPIN COUNTY OPEN APPOINTMENTS APPLICATION**

	Hennepin County Open Appointments Application			
	<i>Office use only:</i> Applicant Identification Number: _____ District Identification Number: _____			
Applicant Name:	_____ (First) (Last) (Middle Initial)			
Home Address:	_____ (Street) (Apt #)			
	_____ (City) (State) (Zip Code) (County)			
Business Name:	_____			

Source "Hennepin County Open Appointments Application" Hennepin County, MN. 18 July 2005.
http://www.hennepin.us/vgn/images/portal/cit_100003616/24/55/103095663HC_Open_Appts_Application.pdf

Action to Implement:

The appointment process for BACs should be clearly illustrated for interested community members including the procedures for selecting, reviewing and appointing BAC candidates.

Examples:

MONTGOMERY COUNTY APPOINTMENT PROCESS PAGE

Education

Careers

Volunteers

Contact Us

Español

English

RIDE ON

MONTGOMERY COUNTY

TRANSIT

AN ALL-AMERICA

MONTGOMERY COUNTY

COMMUNITY

Policies and Procedures

Purpose/Introduction

Public participation in boards, committees, and commissions contributes to the work of County government and provides a valuable service to the community by presenting the concerns and viewpoints of County residents on a variety of issues. The purpose of this handbook is to familiarize these participants with Montgomery County's policies and procedures as they relate to service on County committees.


The policies and procedures in this handbook apply to members of the boards, committees and commissions listed on this site.

Appointment Process

Most committees have members who are appointed by the County Executive and confirmed by the County Council, although some committees are appointed by the Council. Committees appointed by the County Council include the Montgomery County Planning Board, the Board of Appeals, and the Merit System Protection Board. Six of the eleven members of the Charter Review Commission are also appointed by the Council.

Applications for membership on all County committees are solicited through press releases to the news media, advertisements on Montgomery County Cable Channel 55 (5 on cable-ready sets), and mailings to umbrella civic associations and community groups that have requested them. Individuals may be on the mailing list maintained by the offices of the County Executive. Notices of vacancies are posted in the government centers and libraries. Press releases describe the duties of the committee for which membership is being solicited, outline special requirements for membership, request a resume including home address and home and office phone numbers, and include a deadline for application. Applicants respond to requests for membership by submitting a letter and resume to the appointing authority indicating interest in serving on a specific committee.

The Council will not consider applications received after an announced deadline for positions on Council-appointed Boards, Committees, and Commissions. However, if a majority of Councilmembers agree to consider late applications, then the time period for receipt of applications will be reopened for all applicants and the deadline for applications will be extended.



Source "Council Policy Regarding Appointments" Montgomery County, MD. 18 July 2005.
<http://www.montgomerycountymd.gov/mcqtmpl.asp?url=/content/exec/boards/policy.asp>

Action to Implement:

Vacancies should be prominently advertised on either the homepage or on the BAC section of the website with a direct link to the BAC vacancy notice.

Examples:

MONTGOMERY COUNTY VACANCY ANNOUNCEMENTS

The screenshot displays the Montgomery County, Maryland website. The header includes the county name and logo. A navigation bar contains links for Residents, Government, Businesses, and Culture & Leisure. A sidebar on the left lists various services and includes a language toggle for Spanish and English. The main content area is titled 'Montgomery County Boards, Committees, and Commissions' and features five icons representing different topics: Policy and Procedures, List of Boards, Committees and Commissions, Meeting Calendar, Vacancy Notices, and Council Policy Regarding Appointments. Below these icons, the 'Vacancy Announcements' section lists four items, all dated July 14, 2005, each with a link to a specific announcement. At the bottom, a 'Vacancy Archives' section provides a link to press releases for announcements prior to June 2005.

MONTGOMERY COUNTY MARYLAND
montgomerycountymd.gov

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Español English

A-1 ALL-AMERICA COMMUNITY

Montgomery County Boards, Committees, and Commissions <Boards Home>

Policy and Procedures List of Boards, Committees and Commissions Meeting Calendar Vacancy Notices Council Policy Regarding Appointments

Vacancy Announcements

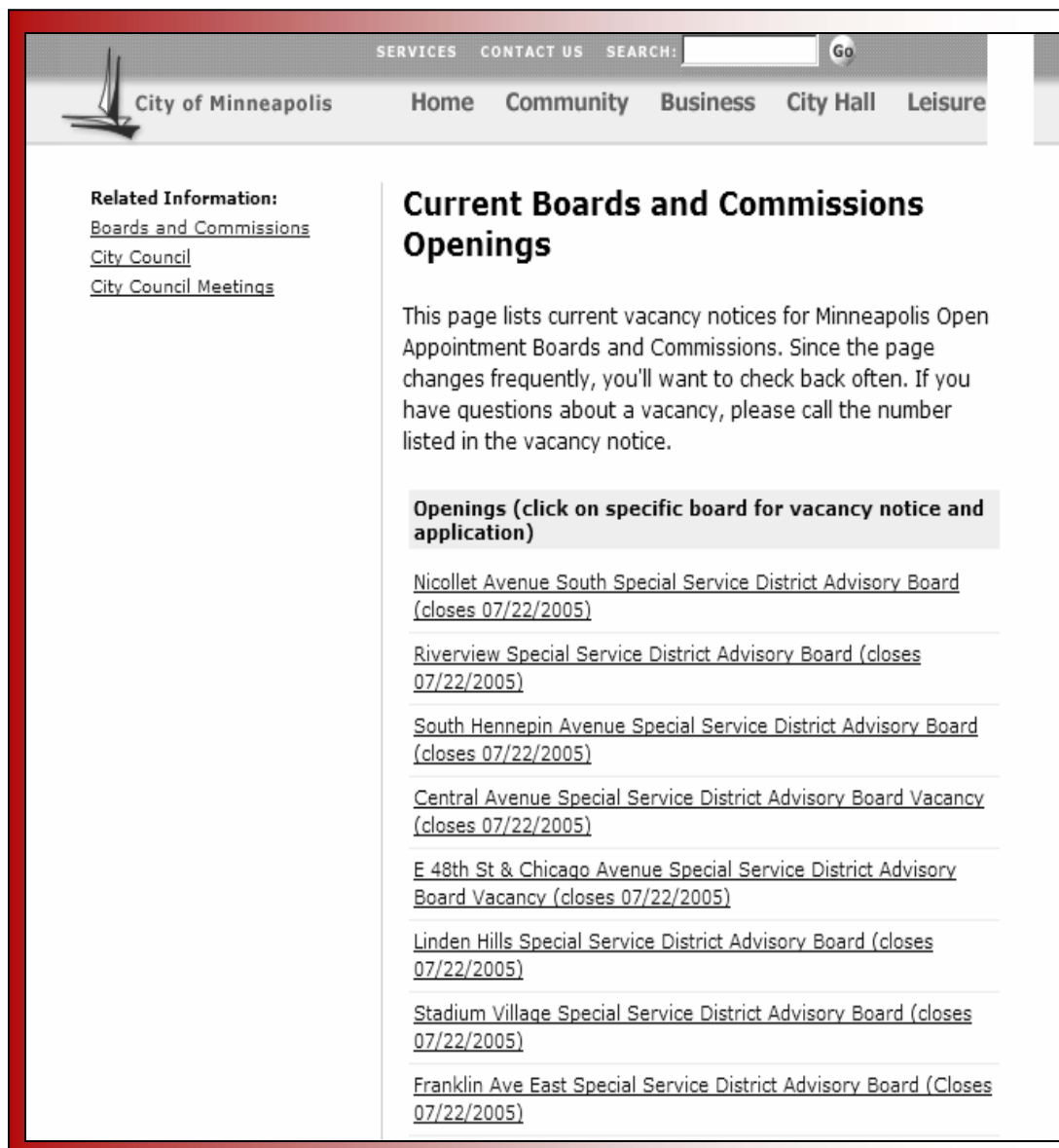
- July 14, 2005 [Duncan Seeks Applicants for Mental Health Advisory Committee](#)
- July 14, 2005 [Duncan Seeks Applicants for Board of Registration for Building Contractors](#)
- July 14, 2005 [Duncan Seeks Applicants for Library Board](#)
- July 14, 2005 [Duncan Seeks Applicants for Child Protective Services Citizens Review Panel for Children and Advisory Group](#)

Vacancy Archives

For Board Vacancy Announcements prior to June 2005, please see [Press Releases](#).

Source: "Vacancy Announcements Page." Montgomery County, MD. 18 July 2005.
<http://www.montgomerycountymd.gov/Apps/exec/Boards/DisplayInfo.cfm?ItemID=59>

CITY OF MINNEAPOLIS CURRENT BOARDS AND COMMISSION OPENINGS



The screenshot shows the City of Minneapolis website. At the top, there is a navigation bar with links for SERVICES, CONTACT US, and a search bar. Below this is a secondary navigation bar with links for Home, Community, Business, City Hall, and Leisure. The main content area is divided into two columns. The left column, titled 'Related Information:', contains links for 'Boards and Commissions', 'City Council', and 'City Council Meetings'. The right column, titled 'Current Boards and Commissions Openings', contains a paragraph explaining that the page lists current vacancy notices for Minneapolis Open Appointment Boards and Commissions. Below this paragraph is a section titled 'Openings (click on specific board for vacancy notice and application)' which lists eight specific openings, each with a link to the vacancy notice and a closing date of 07/22/2005.

Related Information:
[Boards and Commissions](#)
[City Council](#)
[City Council Meetings](#)

Current Boards and Commissions Openings

This page lists current vacancy notices for Minneapolis Open Appointment Boards and Commissions. Since the page changes frequently, you'll want to check back often. If you have questions about a vacancy, please call the number listed in the vacancy notice.

Openings (click on specific board for vacancy notice and application)

- [Nicollet Avenue South Special Service District Advisory Board \(closes 07/22/2005\)](#)
- [Riverview Special Service District Advisory Board \(closes 07/22/2005\)](#)
- [South Hennepin Avenue Special Service District Advisory Board \(closes 07/22/2005\)](#)
- [Central Avenue Special Service District Advisory Board Vacancy \(closes 07/22/2005\)](#)
- [E 48th St & Chicago Avenue Special Service District Advisory Board Vacancy \(closes 07/22/2005\)](#)
- [Linden Hills Special Service District Advisory Board \(closes 07/22/2005\)](#)
- [Stadium Village Special Service District Advisory Board \(closes 07/22/2005\)](#)
- [Franklin Ave East Special Service District Advisory Board \(Closes 07/22/2005\)](#)

Source: "Current Boards and Commissions Openings." Minneapolis, MN. 18 July 2005.
<http://www.ci.minneapolis.mn.us/boards-and-commissions/open/>

Action to Implement:

Develop a board training model to be used in training all BAC members in the City and County.

Examples:

CITY OF BERKELEY TRAINING WORKSHOP

BOARDS & COMMISSIONS

City Clerk, 2180 Milvia Street, Berkeley, CA 94704
Tel: (510) 981-6900, TDD: (510) 981-6903
Office Hours: Monday - Friday, 8 a.m. to 5 p.m., E-mail: clerk@ci.berkeley.ca.us

NEW! Note: As a cost-saving measure, some City buildings and services will be closed to the public on the following Fridays: July 22, August 26, September 23, and October 28. For more information, visit the [City Manager's Information Page](#).

BOARDS & COMMISSIONS	CHARTER	CITY COUNCIL	CONFLICT OF INTEREST
DOMESTIC PARTNERSHIP	ELECTION INFO	RECORDS	MUNICIPAL CODE & ZONING ORDINANCE

Training Workshop: Materials and Resources


To read PDF files, download a free copy of [Adobe Acrobat Reader](#). If you are unable to access .pdf documents online, please contact us via email (clerk@ci.berkeley.ca.us), telephone (510) 981-6900, or TDD (510) 981-6903 so that we can provide an alternate format.

Note: PDF Documents will open in a new browser window.

- General Information
 - [Appointments And Termination Fact Sheet \(03/01/01\)](#) (PDF, 12 KB)
 - [Rights and Obligations \(Resolution No. 61,312-N.S.\)](#) (PDF, 297 KB)
 - [Annual Training \(Resolution No. 60,531-N.S.\)](#) (PDF, 172 KB)
 - [Staff Support \(Administrative Regulation 1.3\)](#) (PDF, 96 KB)
 - [Stipend Regulations \(Resolution No. 61,731-N.S.\)](#) (PDF, 91 KB)
 - [Commissioners' Manual](#)
- The Brown Act
 - [Guide to the Brown Act \(Attorney General 01/03\)](#) (PDF, 818 KB)
 - [Open and Public III \(League of California Cities\)](#)
 - [Checklist for Brown Act Compliance \(City Attorney's Office, Revised January 2005\)](#) (PDF, 164 KB)
- Meetings
 - [Parliamentary Procedures](#) (PDF, 2.7 MB)

Source: "Training Workshop: Materials and Resources Page." Berkeley, CA. 18 July 2005.
<http://www.ci.berkeley.ca.us/commissions/training/resources.htm>

NONPROFIT LEADERSHIP INSTITUTE



NONPROFIT LEADERSHIP INSTITUTE

AT DUQUESNE UNIVERSITY

Training Programs


- Social Enterprise
- Events Calendar
- Leadership Academy
- Custom Board Training
- Client Quotes
- Registration

Home

QuickLinks . . . ▼

Contact Info:
Nonprofit
Leadership Institute
104 Rockwell Hall
600 Forbes Ave.
Pittsburgh, PA
15282

412.396.6231
NLI@duq.edu



NLI Home > Home > Training Programs

Training Programs

The Leadership Academy

Frequently and informally referred to as "Nonprofit 101," The Leadership Academy introduces participants to the fundamental philosophy, traditions, structures, characteristics and strengths of...and challenges and opportunities facing...the American nonprofit sector. Enrollees network with peers and engage in lively conversation with a carefully screened, highly qualified faculty drawn from the leadership pool of the regional nonprofit community.

Social Enterprise

This course presents a guided tour of developing a social enterprise. Participants will engage in hands-on exercises and learn how to:

- generate entrepreneurial ideas
- evaluate the likelihood of success for an enterprise
- determine the feasibility of a social enterprise
- recognize and overcome financial obstacles
- transform entrepreneurial ideas into reality

Participants will have the opportunity to meet the local executives representing each of the three case study nonprofit organizations and discuss how they overcame challenges and identified opportunities in their enterprises.

Nonprofit Solutions - Custom Board Training

Nonprofit Solutions, our custom board training service, draws on our successful experience training over 2500 trustees and staff from more than 700 nonprofit organizations. Sample topics include basic responsibilities of nonprofit trustees, organizational mission and vision, trustee legal and fiduciary responsibilities, risk management, board fundraising, executive director/board relationships, board recruitment and development, strategic planning and board operating structure.

Source: "NLI Training Programs Page." Nonprofit Leadership Institute, Pittsburgh, PA. 18 July 2005.
<http://www.nli.duq.edu/nli/main.cfm?SID=361>

Conclusion

The lack of gender and racial diversity evidenced on the public, non-elected boards, authorities, and commissions (BACs) of the City of Pittsburgh and Allegheny County jeopardizes both the credibility and the efficacy of these often overlooked, but potentially influential non-elected public service positions. These public service positions hold the potential to better align the functions of the respective local governance systems with the needs of those people who they are intended to represent, while the people who serve in these positions also hold the potential to act as role models to their communities. However, for this potential to be fully realized, the demographic composition of discretionary appointees to the BACs of the City of Pittsburgh and Allegheny County must more closely reflect the demographic composition of the communities they serve.

Based upon a thorough understanding of the local context, interviews conducted with relevant local community leaders and government officials representing points of view in both the City of Pittsburgh and Allegheny County, and primary and secondary benchmarking research to gather best-practices addressing the issue of fair representation on public BACs, the recommendations and implementation plan outlined above represent a consolidated strategy to improve fair representation in the City of Pittsburgh and Allegheny County. Part of this strategy is to build upon the current momentum behind the issue fostered by the recently passed resolution in City Council, the relatively recent election of a new Mayor for the City of Pittsburgh, and the general support shown by the County Chief Executive's office. Never has there been a more opportune time to further pursue the issue of fair representation in the City of Pittsburgh and Allegheny County, and the recommendations and strategy outlined in this report should provide a specific yet flexible guide to more closely align the gender and racial diversity of public BAC membership with the gender and racial diversity of the communities they serve, improving the relevancy and responsiveness of these BACs in the eyes of their constituencies.



Appendix

Appendix A: Endnotes

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Appendix B: List of Boards, Authorities and Commissions for the City of Pittsburgh

Allegheny County Sanitary Authority	Housing Authority
Allegheny Regional Asset District Board	Municipal Pension Fund
Art Commission	Parking Authority
Board of Appeals	Personnel and Civil Service Commission
Board of Code Review	Pittsburgh Allegheny County Thermal
Cable and Communications Advisory Committee	Planning Commission
Citizen Police Review Board	Police Pension Board
Commission on Human Relations	Shade Tree Commission
Comprehensive Municipal Pension Trust Fund	Sports and Exhibition Authority
Design Review Committee	Stadium Authority Board
Equal Opportunity Review Committee	Standards and Appeals Board
Equipment Leasing Authority	Steel Valley Authority
Ethics Hearing Board	Urban Redevelopment Authority of Pittsburgh
Fire Pension Board	Water and Sewer Authority
Historic Review Commission	Zoning Board of Adjustment

Appendix C: List of Boards, Authorities and Commissions for Allegheny County

Agricultural Land Preservation Board	Industrial Development Authority
Air Pollution Control Advisory Committee	Investment Board
Allegheny County Airport Authority	Juvenile Detention Board of Advisors
Allegheny County Board of Health	Kane Foundation Board
Allegheny County Housing Authority	Local Emergency Planning Committee
Allegheny County Jail Oversight Board	Mental Health/Mental Retardation Advisory Board
Allegheny County Jail Prog. Task Force Exec. Board	Minority Business Enterprise-Certification Appeals
Allegheny County Sanitary Authority	Parks & Recreation Commission of Allegheny County
Allegheny HealthChoices, Inc.	Personnel Board
Allegheny Land Trust	Pittsburgh Allegheny County Thermal
Allegheny League of Municipalities Board	Plumbing Advisory Board
Allegheny Regional Asset District Board	Police Academy Advisory Board
Area Agency on Aging Advisory Council	Port Authority of Allegheny County Board
Authority for Improvements in Municipalities	Professional Services Review Committee
Carnegie Library Board	Property Assessment Appeals & Review Board
Children, Youth and Families Advisory Committee	Redevelopment Authority of Allegheny County
Community College of Allegheny County	Regional Trail Corporation Board
Community Services Advisory Council	Residential Finance Authority
Conservation District Board	Retirement Board
Cooperative Extension Board	Section 202 Boards
Depository Board	Senior Companion Program Advisory Council
Drug and Alcohol Planning Council	Soldiers and Sailors Memorial Hall Board
Elections Board	Southwestern Pennsylvania Commission
Emergency Medical Service Institute Board	Sports and Exhibition Authority
Finance and Development Commission	Stadium Authority
Firemens Advisory Board	Three Rivers Workforce Investment Board*
Higher Education Building Authority	Vacant Property Review Committee
Hospital Development Authority	Veterans Advisory Council

Appendix D: List of City & County BACs by Category

Category I BACs

Consists of BACs which have at least one member appointed by the City and/or County, and which adequately completed and submitted the questionnaires. (Note: These lists are current and reflect the correct number of BACs)

Allegheny County Sanitary Authority
Allegheny Regional Asset District Board
Art Commission
Board of Appeals
Citizen Police Review Board
Commission on Human Relations
Comprehensive Municipal Pension Trust Fund
Design Review Committee
Equal Opportunity Review Committee
Equipment Leasing Authority
Historic Review Commission
Housing Authority
Parking Authority
Pittsburgh Allegheny County Thermal
Planning Commission
Shade Tree Commission
Sports and Exhibition Authority
Stadium Authority
Urban Redevelopment Authority of Pittsburgh
Water and Sewer Authority
Zoning Board of Adjustment

County

Agricultural Land Preservation Board
Air Pollution Control Advisory Committee
Allegheny County Airport Authority
Allegheny County Board of Health
Allegheny County Housing Authority
Allegheny County Jail Oversight Board
Allegheny County Sanitary Authority
Allegheny HealthChoices, Inc.
Allegheny Regional Asset District Board
Authority for Improvements in Municipalities
Carnegie Library Board
Children, Youth and Families Advisory Committee
Community College of Allegheny County
Conservation District Board
Hospital Development Authority
Industrial Development Authority
Juvenile Detention Board of Advisors
Mental Health/Mental Retardation Advisory Board
Parks & Recreation Commission of Allegheny County
Personnel Board
Pittsburgh Allegheny County Thermal
Plumbing Advisory Board
Port Authority of Allegheny County Board
Professional Services Review Committee
Redevelopment Authority of Allegheny County

Regional Trail Corporation Board
Residential Finance Authority
Retirement Board
Section 202 Boards
Sports and Exhibition Authority
Stadium Authority
Vacant Property Review Committee

Joint City-County

Three Rivers Workforce Investment Board

Category II BACs

Consists of two types of BACs: BACs eliminated from consideration because they did not have at least one member appointed by the City and/or County; and BACs provided in non-current lists acquired via various sources and later determined to be defunct.

City

Board of Code Review
Cable and Communications Advisory Committee
Ethics Hearing Board
Fire Pension Board
Municipal Pension Fund
Police Pension Board
Standards and Appeals Board
Steel Valley Authority

County

Allegheny County Jail Prog. Task Force Exec. Board
Allegheny Land Trust
Allegheny League of Municipalities Board
Area Agency on Aging Advisory Council
Cooperative Extension Board
Elections Board
Emergency Medical Service Institute Board
Finance and Development Commission
Firemens Advisory Board
Police Academy Advisory Board
Senior Companion Program Advisory Council
Soldiers and Sailors Memorial Hall Board
Veterans Advisory Council

Category III BACs

Consists of BACs determined to be relevant to the study but which did not submit the questionnaires.

City

Personnel and Civil Service Commission

County

Community Services Advisory Council
Depository Board
Drug and Alcohol Planning Council
Higher Education Building Authority

Investment Board
Kane Foundation Board
Local Emergency Planning Committee
Minority Business Enterprise-Certification Appeals
Property Assessment Appeals & Review Board
Southwestern Pennsylvania Commission

Appendix E: BAC Questionnaire and Cover Letter



H. John Heinz III School of Public Policy and Management

Carnegie Mellon University
5000 Forbes Avenue
Hamburg Hall
Pittsburgh, Pennsylvania 15213-3890

Boards, Authorities and Commissions (BAC)
Research Project
Phone: (412) 268-1192
Fax: (412) 268-5341
Email: bacproject@cmu.edu

June 7, 2005

Re: Current Member Questionnaire

Dear Board, Authority or Commission Representative:

We need your help! Carnegie Mellon University's Heinz School of Public Policy and Management strives to prepare its students for careers in public service. As Masters students, we are engaging in a research project that examines local government composition in the Pittsburgh region. As part of this project we are collecting information from Allegheny County and City of Pittsburgh Boards, Authorities and Commissions.

We respectfully request that you take a few moments to complete and return the attached questionnaire to the Boards, Authorities and Commissions Research Project:

BAC Research Project
Fax #: (412) 268-5341

Should you have any further questions, please do not hesitate to contact us at (412) 268-1192 or the above email.

We thank you in advance for your time.

Sincerely,

Geoffrey Benelisha
Sam Kang
Veronica Montoya
Regen Naples
Meredith Reynolds

BAC Research Project
H. John Heinz School of Public Policy & Management



Board Information Sheet

H. John Heinz III School of Public Policy and Management

Carnegie Mellon University
5000 Forbes Avenue
Hamburg Hall
Pittsburgh, Pennsylvania 15213-3890

Mailing Address for above organization: _____

Contact Person & Title: _____

Contact Phone #: _____

Email: _____

Board:

What rules govern the Board's appointment process? (*eg: name of statute, by-law, etc.*) _____

Board Member term limit: _____

Board Members:

1) Name: _____

Race: ☐ White
☐ African-American
☐ Asian
☐ Other: _____

Gender: ☐ Male
☐ Female Date appointed: _____

Appointed by: _____

2) Name: _____

Race: ☐ White
☐ African-American
☐ Asian
☐ Other: _____

Gender: ☐ Male
☐ Female Date appointed: _____

Appointed by: _____

3) Name: _____

Race: ☐ White
☐ African-American
☐ Asian
☐ Other: _____

Gender: ☐ Male
☐ Female Date appointed: _____

Appointed by: _____

4) Name: _____

Race: ☐ White
☐ African-American
☐ Asian
☐ Other: _____

Gender: ☐ Male
☐ Female Date appointed: _____

Appointed by: _____

5) Name: _____

Race: ☐ White
☐ African-American
☐ Asian
☐ Other: _____

Gender: ☐ Male
☐ Female Date appointed: _____

Appointed by: _____

Appendix F: City of Pittsburgh Resolution on Fair Representation

CITY OF PITTSBURGH RESOLUTION ON FAIR REPRESENTATION

WHEREAS, the City of Pittsburgh will benefit from a fair and open appointment process which will ensure that the diversity of City residents is reflected on boards and committees advising City officials and staff; and

WHEREAS, the residents of the City of Pittsburgh are better served when all appointed boards represent the diversity of City residents and are balanced by gender, race, age, and sexual orientation; and

WHEREAS, Pittsburgh contains a wealth of talent and energy in its communities that can best be utilized when the citizenry feels represented and included in the policy-making process; and

WHEREAS, broad-based participation will also provide role models from various social, economic, and cultural segments of the community and provide an entry point for future leaders to engage in civic activities and the political process.

NOW, THEREFORE BE IT RESOLVED, that the Council of the City of Pittsburgh expresses its support for fair and representative appointments to all appointed boards in the City of Pittsburgh.

Sponsored by Councilman William Peduto and Councilwoman Twanda Carlisle

Gene Ricciardi
President of Council

Attest: Linda Johnson-Wasler
Clerk of Council

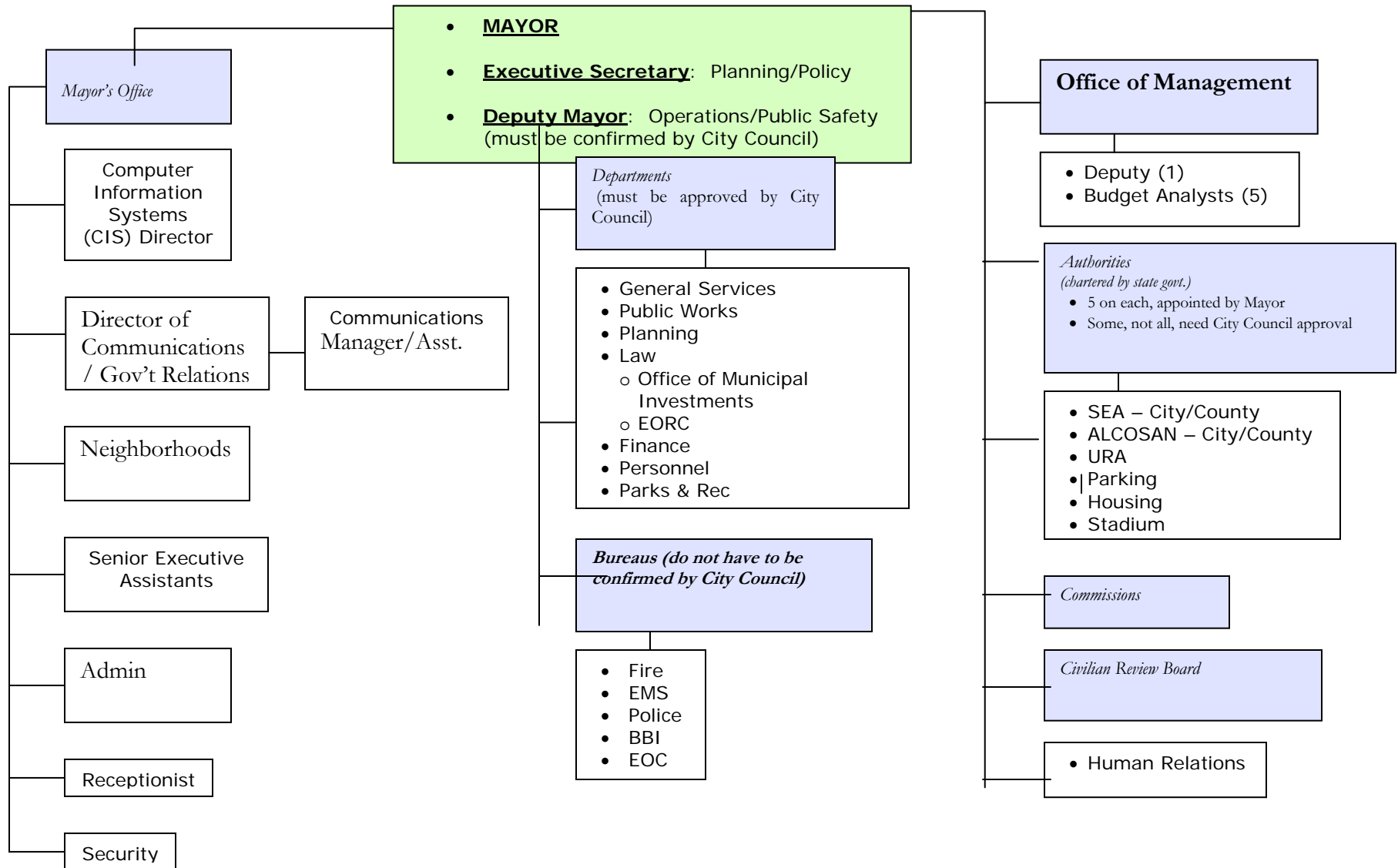
In Council, July 12, 2005

Appendix G: City of Pittsburgh Organizational Flow Chart

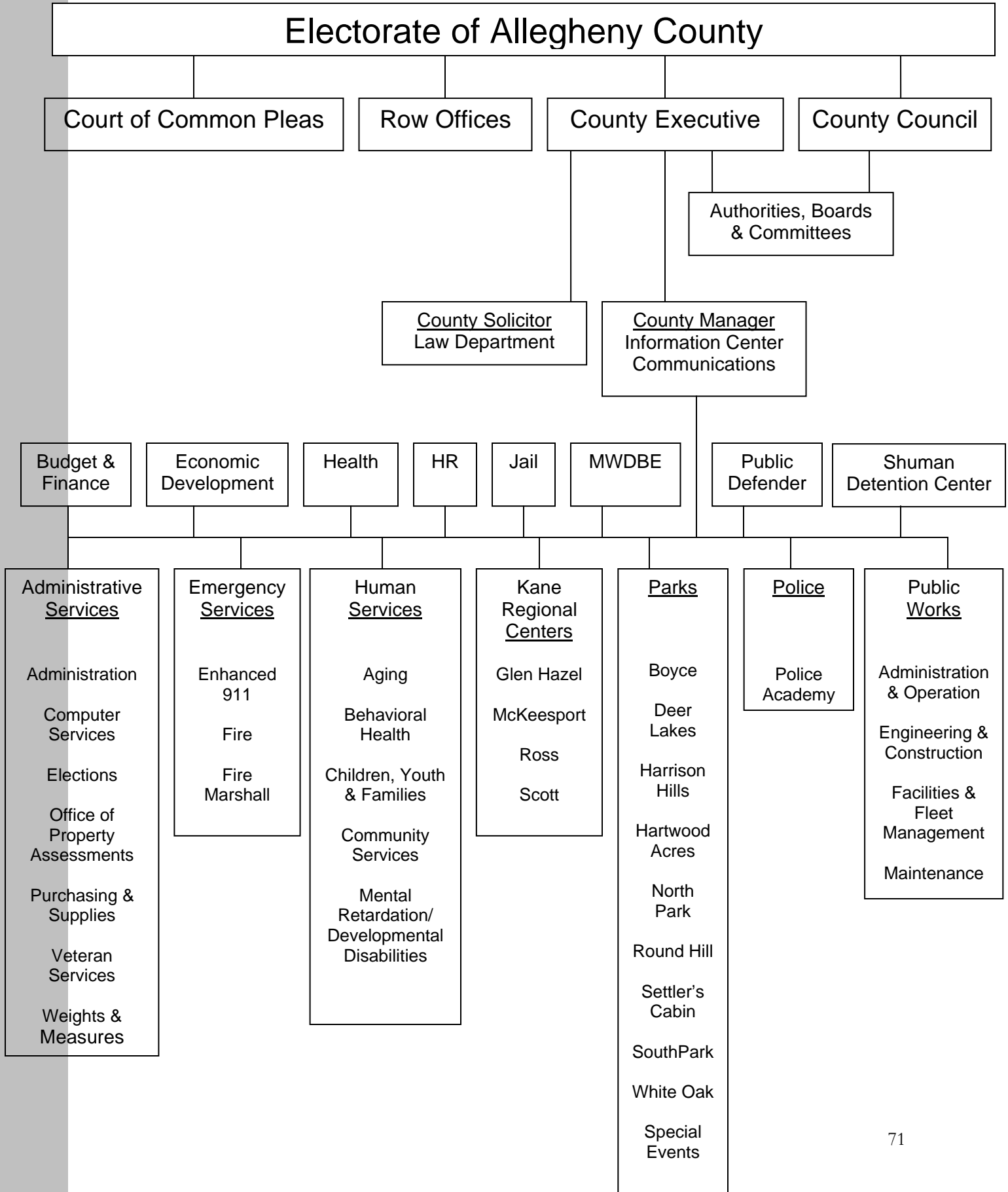
There are three levels of government (separate but equal power).

ADMINISTRATION — CITY COUNCIL (LEGISLATIVE BRANCH) — CONTROLLER

Structure of Administration (based on Mayor Tom Murphy's administration):



Appendix H: Allegheny County Organizational Flow Chart



Appendix I: Press Coverage of Fair Representation Issue

Study: African Americans, women still underrepresented in region's elected offices

By Tom Barnes

Wednesday, April 16, 2003

Pittsburgh Post-Gazette:

<http://www.post-gazette.com/localnews/20030416diversity0416p1.asp>

Critics question lack of diversity on fiscal oversight board

By Paula Reed Ward

Sunday, February 22, 2004

Pittsburgh Post-Gazette:

<http://www.post-gazette.com/pg/04053/276107.stm>

Peduto eyes changes for city appointments

By Timothy McNulty

Thursday, April 7, 2005

Pittsburgh Post-Gazette:

<http://www.post-gazette.com/pg/05097/484303.stm>

Women leaders win inclusion pledges from mayoral hopefuls

By Mackenzie Carpenter

Friday, April 15, 2005

Pittsburgh Post-Gazette:

<http://www.post-gazette.com/pg/05105/488547.stm>

City Council backs diversity in boards, panels: Legislation would require consideration of age, gender, race, sexual orientation

By Mike Bucsko

Wednesday, July 13, 2005

Pittsburgh Post-Gazette:

<http://www.post-gazette.com/pg/05194/536945.stm>

Council calls for diversity in employees

By Jeremy Boren

Wednesday, July 13, 2005

Pittsburgh Tribune-Review:

http://www.pittsburghlive.com/x/search/s_352797.html

Appendix J: Problem Statement between the BAC Research Project Team & WGF

A recent Brookings Institution report notes that the state of Pennsylvania has one of the nation's most elaborate systems of state and local government. In addition, the City of Pittsburgh and the surrounding region lead the nation with over 400 local governments, or 17.7 government bodies per 100,000 residents. Not only does this system contribute to governmental bureaucracy but it also makes basic governance processes cumbersome and non-transparent. Transparency is of particular importance with regard to ensuring the compositional equity of public, non-elected commissions and boards. A study conducted by the CORO Center for Civic Leadership on the composition of boards and commissions in Allegheny County indicate great inequity among appointed bodies. Despite accounting for nearly 53% of the Pittsburgh region's population, women and minorities are significantly underrepresented - if not absent - from many of the region's non-elected boards and commissions, including the following:

- Women hold only 31% of over 500 non-elected positions on Allegheny County authorities, boards and commissions.
- No women were appointed to the Intergovernmental Cooperation Authority (ICA), the state-formed fiscal oversight board for the city of Pittsburgh, established in 2004.

In response to growing concern over this underrepresentation of women and minorities, an affiliation of organizations across the state of Pennsylvania formed the Progressive Women's Council (PWC). As a convener of PWC, the newly formed Women and Girls Foundation of Southwest Pennsylvania (WGF) – whose mission is to promote equity for women and girls – undertook the task of reigniting the fight for gender and racial equality through organizational coalition. The PWC has since evolved into Pennsylvanians for Fair Representation (PFR), comprised of leaders in the public and private sector concerned about the underrepresentation of women and people of color appointed to non-elected governmental agencies.

As a result, WGF commissioned an additional study conducted by CORO to research the representation of women and minorities on Allegheny County authorities, boards, and commissions. Working with PFR, the Carnegie Mellon University Systems Synthesis Project was commissioned to create materials and a process with measurable outcomes relating to organizing around and advocating for women and minority representation on boards in Pittsburgh and Allegheny County.

Specifically, the Systems Synthesis team will expand upon earlier research conducted on city and county boards and examine best practices used in other municipalities to ensure fair representation in relation to appointments. In addition, the team will design a strategy and timeline for PFR to use over the course of the next year in order to implement a fair appointment process and standard in Pittsburgh. To that end, we will investigate the following questions:

- What appointed boards, authorities and commissions are presently active in the city of Pittsburgh and Allegheny County? How many women and people of color currently serve on these boards? What are the appointment processes used by these boards?
- What appointment processes are used in peer cities? How were these processes developed and what actions preceded their adoption? Which practices work best? How can we make the process of appointments to authorities, boards and commissions more transparent in Pittsburgh and Allegheny County?
- What type of strategy is best suited to ensure both a course of action in Pittsburgh but is also adaptable to state implementation? How can we create communication channels for PFR to inform those who are making appointments about qualified candidates from diverse backgrounds?

The final report will contain both a research and strategy piece that will integrate the following: an environmental scan; data on current Pittsburgh and Allegheny County board composition; terms and appointment processes; partners in advocacy; outline of best practices developed by other municipalities; and a timeline detailing a recommended sequence of activities for PFR.

Appendix K: Women & Girls Foundation Organizational Summary

The Women and Girls Foundation of Southwest Pennsylvania (WGF) is an independent community-based foundation serving the ten counties of Southwest Pennsylvania. Our mission is to achieve equity for women and girls in the region. Through a combination of public advocacy, coalition building and grantmaking, WGF seeds, supports, and strengthens women's and girls' efforts to achieve social and economic justice in Southwest Pennsylvania. We give priority to the following outcomes: social and systemic change; economic justice; and girls' futures. Through our efforts we aim to achieve equal political representation, economic and civic participation and leadership development in all arenas.

WGF is part of a larger, social change movement in the United States, one that encourages individual women – as well as men – to see themselves as change agents working together to make a difference in their communities. The Foundation was established as an independent 501(c)(3) in 2002 and has grown to include a donor base of several hundred individuals, and has received programmatic support from local Foundations including Alcoa Foundation, The Pittsburgh Foundation, Eden Hall Foundation, FISA Foundation, The Forbes Funds, The Maurice Falk Fund, The Grable Foundation, and The Raymond John Wean Foundation.

As both The University of Pittsburgh's 2004 *Women's Benchmarks Report* and the Institute for Women's Policy Research 2004 *Status of Women in the States Report* confirmed, the inequities facing women in our region are significant. More working women, single mothers, elderly women, and disabled women are suffering in poverty compared with their male counterparts. Working women are experiencing a gender gap in pay equity which is significantly more imbalanced than the national gender gap average. Women are underrepresented in high paying career fields, overrepresented in low paying career fields, and underrepresented in local and state government. Our state ranks 47th out of 50 for women's political leadership and participation. And we are ranked 45th in the nation in progress towards remedying the wage gap.

Because the social and political inequities that women and girls face in our region are more pronounced than in the nation as a whole there is a compelling need for an organization whose sole focus is building gender equity in this region.

The Women and Girls Foundation promotes social change in our region by addressing fundamental social inequalities and raising the awareness of these inequities to the media, to voters, to legislators, and corporate and non-profit decision makers. By serving as an independent and clear voice, the foundation will strive to bring together women and men in our region to work together to find solutions to create sustained equity for all of its citizens.

Appendix L: City of Pittsburgh Map

