



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Human Relations Commision
Subcommittee Chairperson(s)	Dana Kryzwick
Title of recommendation	Additional Funding
Describe the recommendation	DISCOVER NEW WAYS TO ALLOCATE FUNDS DIRCTLY TO THR HRC
Is this an immediate or long term recommendation?	Our immediate recommendation is to offer a proposal to city council for their funding support of the HRC. It has been suggested that a portion of each council members Walking Around Money, WAM, be used to support the efforts to increase awareness of HRC with the community. LONG TERM - APPOINT A STAFF MEMBER TWHOSE JOB DISCRPTION INCLUDES SEARCHING FOR HRC FUNDING
How will this address our challenges or reach our goals?	ADDITIONAL FUNDING WILL INCREASE EFFICIENCY AND ALLOW THE HRC TO BETTER SERVE THE COMMUNITY
What are the obstacles to implementation?	FINDING THAT FUNDING

Who needs to be involved?	HRC, Mayor, Deputy Mayor
What city resources need to be invested?	
What will be different if the recommendation is adopted?	
Describe any background materials that you consulted	
Have other cities implemented this recommendation?	
Are there any other considerations?	

We request that each recommendation be submitted by the subcommittee Chairperson to Kevin Acklin and your Committee Chair by **5:00 pm on Friday, December 27.**



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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Human Relations Commission
Subcommittee Chairperson(s)	Dana Kryzwick
Title of recommendation	Increasing Community Awareness
Describe the recommendation	<p>The Human Relations Commission and its important work in our community lacks the needed level of public awareness. Many who are members of a protected class are unaware that the HRC exists. Lack of public awareness results in those who face discriminatory practices in employment, housing, and access to public accommodations are unaware of the resources and remedies available to address these issues. Therefore, it is the recommendation of this subcommittee that efforts be made to inform all citizens of the work and public recourse the HRC offers to the people of Pittsburgh.</p>
Is this an immediate or long term recommendation?	<p>This recommendations is two fold in nature. The first is strategic, creating opportunities for immediate and ongoing public exposure this includes; working with PA Area on Aging, civic groups representing protected class members, informative clinics or workshops, as well as working with faith-based organizations and schools. Second, tactile plans include; appointing an intern as an community outreach person. This will serve not only to provide information to the community but, also serves to put a public face on the commission. This person would be responsible for educating the public to the role of the HRC and encourage protected class citizens to seek help by</p>

	providing accurate information and thereby reducing fear or retaliation concerns.
How will this address our challenges or reach our goals?	Helping the general public understand the role of the HRC informs those who would resort to discriminatory practices that they will not be tolerated in the city of Pittsburgh, and those who suffer discrimination due to race, creed, ethnicity gender, disability or sexual orientation that they have access to the resources, mediation and remedy. One challenge is funding and getting information out to the persons who need it most. They are often persons who live on the margins of society.
What are the obstacles to implementation?	Funding sources are available for housing discrimination through HUD, yet there is the need to identify a funding resource for issues that fall under employment discrimination.
Who needs to be involved?	The current HRC members which some or all may volunteer additional time to be the point of contact for community outreach until a designated intern is put in place. Members of the subcommittee have offered to volunteer time and community contacts to help with the strategic plan. The Mayor's office in assigning resources that will allow for more public access to the overarching problems faced, HRC solutions and the public outcomes.
What city resources need to be invested?	The HRC works with organizations which provide training to counselors who already meet with members of the protected class as clients. These persons are a good first line source of outreach and can easily be trained to provide more detailed information to their clientele to the work of the HRC.
What will be different if the recommendation is adopted?	More public awareness of the HRC to the general public serves two goals. First, it brings to light practices that are often done covertly. Knowing that possible discriminatory practices are subject to be challenged because of increased public awareness may serve to reduce discriminatory practices. Second, because covert discrimination is difficult to identify, those who suffer discrimination may not be

	<p>aware of how insidiousness of these practices. Further, greater public awareness brings the knowledge and understanding of accountability to the light and public sphere.</p>
<p>Describe any background materials that you consulted</p>	<p>Human Relation Commission Philadelphia PA is the first city in America to establish a human relation commission to address and combat discrimination. The City of Philadelphia's HRC is has two divisions; Compliance which pursues discriminatory practices against protected groups in employment and housing. The Community Relations division serves to deal with all matters of inter-group conflict within the City of Philadelphia. The East End of Pittsburgh is experiencing a growth in its multi-ethnic communities populations, strengthening this arm of Pittsburgh's HRC would serve to educate the community and and bring awareness that Pittsburgh is a community that seeks to remove all barriers with effective methods in place to mediate inter-group conflicts involving protected classed.</p>
<p>Have other cities implemented this recommendation?</p>	<p>Yes. Philadelphia took action to input a program of education to promote the tolerance of diversity within it's public school system. This program was established as a result of violence within the public school system resulting in a plan of action initiated by the HRC and adopted in collaboration with the public schools system of Philadelphia, program is called Widening the Circle. http://www.phila.gov/HumanRelations/PDF/WideningTheCircleReport.pdf</p>
<p>Are there any other considerations?</p>	<p>Yes. Reaching out to Pittsburgh Public Schools in support of the Whole Child Whole Community plan creates an excellent way to link Pittsburgh Public Schools and the Human Relations Commissions. Training educators and students on the value of all members of society is an act towards changing the future of community relations. Whole Child, Whole Community plan seems a good place for the addition of the HRC community relations committee to promote educational and community awareness. HRC could support the Public Schools with various mediation techniques and solutions for inter-group conflict. Promoting equity as a civic responsibility through the Pittsburgh Public School's, Whole Child, Whole Community plan may be</p>

	<p>an opportunity to introduce and educate students about protected classes, bullying and discrimination. Please see the report; Widening the Circle of Our Concern, Public Perceptions of the School, District of Philadelphia's Response to Inter-group Conflicts, was issued in March 2011.</p> <p>http://www.phila.gov/HumanRelations/PDF/WideningTheCircleReport.pdf</p>
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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Human Relations Commission
Subcommittee Chairperson(s)	Dana Kryzwick
Title of recommendation	Appointing Additional Commissioners
Describe the recommendation	Fill all available chairs on the HRC
Is this an immediate or long term recommendation?	Immediate - needs to be completed within 90 days of Mayor-Elect Peduto entering office
How will this address our challenges or reach our goals?	Having a full commission allow
What are the obstacles to implementation?	Potential lack of qualified applicants; Mayoral resistance
Who needs to be involved?	Mayor Elect
What city resources need to be invested?	Time
What will be different if the recommendation is adopted?	Commission will be more effective if operating with a full board.

Describe any background materials that you consulted	
Have other cities implemented this recommendation?	
Are there any other considerations?	

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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Human Relations Commission
Subcommittee Chairperson(s)	Dana Kryzwick
Title of recommendation	Human Relation Commission Youth (task force?)
Describe the recommendation	<p>The practice of discrimination against protected classes is often a learned behavior, seen as an acceptable way of being in community. Combating discrimination certainly mandates the forward thinking of all community members. Youth are the future of any community, therefore if we as the people of Pittsburgh want to change our community we must involve and educate our youth. Young people are exposed to intolerance, bullying and discriminatory practices as protected class community members. Therefore, educating all community members must also involve educating our youth. Helping all young people in our community to understand discrimination as both overt intolerance and bullying of protected classes as well as it's more covert practices, denial of public accommodations, and equal opportunities for employment and housing.</p>
Is this an immediate or long term recommendation?	<p>The immediate recommendation is to form a group think tank of volunteers to research and explore innovative ways of building relationships with public, private, and charter schools and corporate HR department representatives. Creating a simplistic best practices model that is a educational component in which schools can use to begin peer conversations. This could begin with HRC members speaking at local school assembly programs. If the recommendation for an HRC intern is adopted this person</p>

	<p>could become the liaison for a youth outreach initiative bringing awareness to discriminatory practices against protected classes and the negative impact of inequity on the community as a whole.</p> <p>The long term solution is participatory in nature. This could take the form of high schools having a student led HRC in addition to or as apart of student council. Student HRC members could participate peer reviews, be trained in peer mediation as first level resolution attempts of simple student disputes and complaints. Student peer reviews would be greatly limited in scope being informative and constructive in nature rather than disciplinary. Such youth HRC although limited in scope and power would be valuable educational tools, offering peer mediation strategies, as well as opening opportunities for dialogue around sensitive issues regarding protected classes. (end of current edit)</p>
What are the obstacles to implementation?	Community and school acceptance of the programs.
Who needs to be involved?	School board members; Superintendents; teachers; teacher unions; PTA
What city resources need to be invested?	
What will be different if the recommendation is adopted?	
Describe any background materials that you consulted	
Have other cities implemented this recommendation?	
Are there any other considerations?	

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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Human Relations Commission
Subcommittee Chairperson(s)	Dana Kryzwick
Title of recommendation	Publication of Public Hearings
Describe the recommendation	Publishing public hearings online as they are happening and updated once judgements placed.
Is this an immediate or long term recommendation?	Immediate- begin publishing hearings and judgements as they are held. Long term- create an archive of previous hearings and judgements.
How will this address our challenges or reach our goals?	Helps community become aware of discriminatory practices add
What are the obstacles to implementation?	Legal compliance
Who needs to be involved?	HRC, web designers
What city resources need to be invested?	City website
What will be different if the recommendation is adopted?	Consumers will be able to educate themselves on employers, landlords, etc and be able to make more informed decision.

Describe any background materials that you consulted	
Have other cities implemented this recommendation?	
Are there any other considerations?	

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Acklin, Kevin B.

From: Valerie Parm [valparm73@gmail.com]
Sent: Saturday, December 28, 2013 9:40 PM
To: valerie@ournewpittsburgh.com; Acklin, Kevin B.
Subject: Fwd: transition reports
Attachments: FormofSubcommitteeReport-Awareness.docx

Greetings,

I hope this finds you well, I am writing to thank you for the opportunity to work on the transition team, I have learned a great deal about the Human Relations Committee and it's important work within the City of Pittsburgh. Our sub committee chairperson has been in-accessible, therefore it has been difficult to come together as a working group. There has been no instructions from our sub-committee chairperson on how to complete this recommendation project. In her last email there was the question of having a meeting to finalize our ideas for submission but no meeting materialized or instructional correspondence has been received by me. I am a professional and I hold my professional reputation to be of the utmost importance I have in good faith completed the work on the recommendation I proposed. I am submitting this document to you as my professional commitment to this project, it also contains feedback from several subcommittee members who responded to my request for ideas and corrections. Nevertheless, because I have not had feedback from all or most of the committee or our sub-committee chairperson, I do want to assume I have their consensus on my ideas, research, or the final copy of this recommendation.

Therefore, it does not represent the HRC subcommittee as a group. The attached document is a reflection of my work on one recommendation, I am simply submitting this to you as my obligation to the transition team effort. I regret that there has been no meeting or final review meeting held by our subcommittee to go over all recommendations for submission.

Thank you for the opportunity to be apart of this monumental event, it is exciting to be apart of making Pittsburgh a better place to live and work.

Sincerely,

Valerie Parm

330- 503 1067

valparm73@gmail.com

----- Forwarded message -----

From: Dana Kryzwick <danakryzwick@gmail.com>

Date: Fri, Dec 27, 2013 at 12:08 PM

Subject: Re: transition reports

To: Valerie Parm <valparm73@gmail.com>

Cc: Jennifer Caldararo <jcaldararo@gmail.com>, Pamela Brown <pbrown840@gmail.com>, "leahduncan@pacses.com" <leahduncan@pacses.com>, "pawsorg@yahoo.com" <pawsorg@yahoo.com>, "rdrescher@hotmail.com" <rdrescher@hotmail.com>, Michael Kyle <mwk09@yahoo.com>, "latishambn@verizon.net" <latishambn@verizon.net>, Winford Craig <wincrcr@attglobal.net>

Hi team,

Thank you for all of your hard work!

Just a reminder, the deadline for final drafts was extended to tomorrow, December 28 at 9pm. Do we want to get together for an additional work session? Or can we handle final drafts all online? I'm able to have people at my place tomorrow for a few hours if necessary.

Additionally, the final transition team meeting will be on Monday, December 30. Unfortunately, I will be unable to attend. This is when our ideas will be presented to all of the transition teams. Does anyone feel comfortable (and more importantly available) to present?

Have a great day,

Dana

On Monday, December 23, 2013, Valerie Parm wrote:

Hi Jennifer,

Thanks for the corrections, I am happy for any committee member to edit, add, subtract or clarify any ideas contained in the Awareness recommendation. I look forward to hearing all voices and ideas. I am now working on the recommendation for the Youth HRC committee. I am still fleshing out the wording so it is very much a work in progress. We spoke of including the youth of Pittsburgh in the fight against discrimination there was positive discussion, but there was no one formalized plan. It is an important forward thinking recommendation, if a community and society is serious about diligently eradicating discriminatory practices, then it seems prudent that the next generation be well informed, form a conscientiousness of social equity, and be active in civic participation. I will continue to work on this recommendation document through out the day as I have opportunity. I invite all to help think through this issue.

Have a great day,

Val Parm

330 503 1067 cell

On Mon, Dec 23, 2013 at 8:17 AM, Jennifer Caldararo <jcaldararo@gmail.com> wrote:

I've made some corrections, mostly grammatical. There are 2 recommendations which have incomplete thoughts. I am not sure where the idea was going to complete it myself since I had to leave early. I made comments on those 2 instances so they are easily found. Overall, the 5 recommendations are solid. I think they are definitely attainable and progressive. Let's get our city moving forward!

On Sun, Dec 22, 2013 at 1:36 AM, Valerie Parm <valparm73@gmail.com> wrote:

Greetings All,

I apologize for my delayed response I was called away and have been traveling. Dana, I have looked over the first drafts you sent out and I am now editing the first draft on public awareness.

Committee members, is anyone else working on the public awareness document? Rather than duplicate efforts if any other committee member is working on revising this draft let me know. I am sure it will be more effective to work together as a team, I am more than willing to help any and all.

Best Wishes,

Val Parm

330-503-1067



Valerie Parm (Google Drive)

Dec 22 (6 days ago)



to leahduncan, rdrescher, pawvorg, mwk09, jcaldararo, latishambn, wincr, pbrown840



I've shared an item with you.

Greetings All,

I have reviewed the recommendation on creating more awareness of the HRC within the City of Pittsburgh. I would like your feedback and edit on the revisions that have been made to the first draft. Also, I realize that we spoke of involving public schools students as a means of civic education and younger generations awareness. I did not write that part of the recommendation because I am reviewing the HRC in Philadelphia they are doing work with public schools, I will update asap when my research is complete. I look forward to your input.

Thanks

Val Parm



Form of Subcommittee Report - Awareness

On Fri, Dec 20, 2013 at 12:23 AM, Dana Kryzwick <danakryzwick@gmail.com> wrote:

Hi Team,

It appears that my previous update did not go through.

Is everyone able to access and edit/comment on these google docs?

https://docs.google.com/document/d/1txZP5xIrd6LKC3xbiq8JOn7MVFvHYs9jfz9bgwa_Edw/edit

https://docs.google.com/document/d/1JyisGb5sb1HebRcH-qR7tvRKNQ_-fXx_CB5Ca-q00Ck/edit

<https://docs.google.com/document/d/1fxAaVcqeHy8kVoGxpBrxrcJD-UCBTg2SEHxPPs696hA/edit>

<https://docs.google.com/document/d/1q1FcmGmvUEIQObDPIR262SftWokbWosmxa2PZdgdOYQ/edit>

https://docs.google.com/document/d/17FCUgohRQK_p7ZJJDIUGHBv110ZrVF6xyamcTLAjSHw/edit

Dec 21 (7 days ago)

Winford Craig



to Dana, latishambn, pbrown840, Jennifer, pawsorg, rdrescher, Michael, me, leahduncan



Dana,

Is everything ok? Awaiting for the next steps. Do you need any help?

Warm Regards

Winford

From: Dana Kryzwick [mailto:danakryzwick@gmail.com]

Sent: Monday, December 16, 2013 9:59 PM

To: latishambn@verizon.net; pbrown840@gmail.com; Jennifer Caldararo; Winford Craig; pawsorg@yahoo.com; rdrescher@hotmail.com; Michael Kyle; Valerie Parm; leahduncan@pacses.com

Subject: Human Relations Commission Subcommittee Meeting Tomorrow - December 17



Dec 19 (9 days ago)

latishambn@verizon.net



to danakryzwick, pbrown840, jcaldararo, wincr, pawsorg, rdrescher, mwk09, me, leahduncan



Hello all,

Just checking to see if an email with the rough draft was sent out? Not sure if its my email, I am hoping to stay connected!!

Thank you!

Latisha Branch-Nalls
[412-841-6103](tel:412-841-6103)

On 12/16/13, Dana Kryzwick<danakryzwick@gmail.com> wrote:

Hi Subcommittee,

Just a reminder that we will be getting together tomorrow evening at the East Liberty Branch of Carnegie Library from 5:30-7:30pm.
130 S Whitfield St
Pittsburgh, PA 15206

We will be meeting in room 3B. Our goal is to get some rough drafts written for suggestions for the Mayor Elect.

I hope to see many of you tomorrow!

Dana

p.s. some corrections from a previous email:
my phone number is [412.999.8288](tel:412-999-8288) if you need to reach me via phone.
final drafts are due Dec 27



Pamela Brown I did not receive the rough draft either. Pam

Dec 19 (9 days ago)



Dec 20 (8 days ago)

Winford Craig



to latishambn, danakryzwick, pbrown840, jcaldararo, pawsorg, rdrescher, mwk09, me, leahduncan



Dana,

Do you need any help pulling this together?

Regards

Winford

From: latishambn@verizon.net [mailto:latishambn@verizon.net]

Sent: Thursday, December 19, 2013 9:23 PM

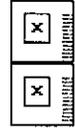
To: danakryzwick@gmail.com; latishambn@verizon.net; pbrown840@gmail.com; jcaldararo@gmail.com; wincr@attglobal.net; pawsorg@yahoo.com; rdrescher@hotmail.com; mwk09@yahoo.com; valparm73@gmail.com; leahduncan@pacs.com

Subject: Re: Human Relations Commission Subcommittee Meeting



Winford Craig <wincr@attglobal.net>

Dec 12



to Dana, latishambn, pbrown840, jcaldararo, pawsorg, rdrescher, mwk09, me, leahduncan, valerie



Dear Dana,

I would like to offer my appreciation to you for offering to facilitate the sub-committee on the Commission on Human Relations. I would like to make one suggestion to help forge an effective and productive meeting. This sub- committee has within its membership both the Chair (Leah Williams-Duncan) and Vice Chair (Myself) of the City of Pittsburgh Commission on Human Relations. I suggest you ensure that either Leah or I or both are part of each meeting. The reason for this suggestion is that many of the members are not well verse in the authority and activities of the Human Relations Commission. You might also want to consider offering some meeting possibilities over some weekend.

I am available to participate in meeting on December 17th until 7:30 PM. If you have any questions, please feel free to contact me via email or phone.

People
(11)
Pamela
Brown

Sincerely,

Winford Craig

Vice Chair

City of Pittsburgh

Commission on Human Relations

From: Dana Kryzwick [<mailto:danakryzwick@gmail.com>]

Sent: Thursday, December 12, 2013 8:09 PM

To: latishambn@verizon.net; pbrown840@gmail.com; jcaldararo@gmail.com; wincr@attglobal.net; pawsorg@yahoo.com; rdrescher@hotmail.com; mwk09@yahoo.com; valparm73@gmail.com; leahduncan@pacses.com

Cc: valerie@ournewpittsburgh.com

Subject: Human Relations Commission Subcommittee

Hello Subcommittee Members,



Winford Craig (wincr@attglobal.net)



Jennifer
Caldararo Hello all, I'm very excited to begin our work! I am available on the 17th unt...

Dec 12

3 older messages



Valerie
Parm Hi Dana, No problem, I realized it was short notice, I am glad we will be mee...

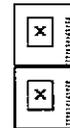
Dec 13



Ruth Drescher

Dec 13

to Dana, Jennifer, Winford, valerie, leahduncan, latishambn, pbrown840, me, pawsorg,
mwk09



I expect to attend.

Ruth Drescher
COLDWELL BANKER REAL ESTATE
[412.363.4000](tel:412.363.4000)
[412.260.7997](tel:412.260.7997), cell
[412.521.5978](tel:412.521.5978), home

Date: Fri, 13 Dec 2013 11:52:23 -0500

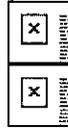
Subject: Human Relations Commission Subcommittee
From: danakryzwick@gmail.com
To: jcaldararo@gmail.com
CC: wincr@attglobal.net; valerie@ournewpittsburgh.com; leahduncan@pases.com;
latishambn@verizon.net; pbrown840@gmail.com; valparm73@gmail.com; pawsorg@yahoo.com;
rdrescher@hotmail.com; mwk09@yahoo.com





Dec 11

Valerie Parm <valparm73@gmail.com>



to danakryzwick, valerie



Greetings Dana,

I hope all it well with you and this cold weather has not been too hard on you. I am writing in response to the email received from Kevin Acklin concerning our subcommittee meetings. I would like to set aside whatever time you deem necessary for the work at hand, I am excited to work with you as chairperson. If there is something, I can help with please feel free to ask and I will do what I can to help you. Due to the added events of the holiday season, I would like to set aside time to meet with the group as a priority. Please let me know as soon as possible the times you would like our committee to come together. I am free most weekday evenings, Saturday and Sunday afternoons. I am not available this coming Friday evening or Saturday morning due to prior engagements. Thank you for your attention in this matter I look forward to hearing from you soon.

Have a great week,

Val Parm

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

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Subcommittee Chairperson(s)	Dana Kryzwick
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Who needs to be involved?	The current HRC members which some or all may volunteer additional time to be the point of contact for community outreach until a designated intern is put in place. Members of the subcommittee have offered to volunteer time and community contacts to help with the strategic plan. The Mayor's office in assigning resources that will allow for more public access to the overarching problems faced, HRC solutions and the public outcomes.
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What will be different if the recommendation is adopted?	More public awareness of the HRC to the general public serves two goals. First, it brings to light practices that are often done covertly. Knowing that possible discriminatory practices are subject to be challenged because of increased public awareness may serve to reduce discriminatory practices. Second, because covert discrimination is difficult to identify, those who suffer discrimination may not be

	<p>aware of how insidiousness of these practices. Further, greater public awareness brings the knowledge and understanding of accountability to the light and public sphere.</p>
<p>Describe any background materials that you consulted</p>	<p>Human Relation Commission Philadelphia PA is the first city in America to establish a human relation commission to address and combat discrimination. The City of Philadelphia's HRC is has two divisions; Compliance which pursues discriminatory practices against protected groups in employment and housing. The Community Relations division serves to deal with all matters of inter-group conflict within the City of Philadelphia. The East End of Pittsburgh is experiencing a growth in its multi-ethnic communities populations, strengthening this arm of Pittsburgh's HRC would serve to educate the community and and bring awareness that Pittsburgh is a community that seeks to remove all barriers with effective methods in place to mediate inter-group conflicts involving protected classed.</p>
<p>Have other cities implemented this recommendation?</p>	<p>Yes. Philadelphia took action to input a program of education to promote the tolerance of diversity within it's public school system. This program was established as a result of violence within the public school system resulting in a plan of action initiated by the HRC and adopted in collaboration with the public schools system of Philadelphia, program is called Widening the Circle.</p> <p>http://www.phila.gov/HumanRelations/PDF/WideningTheCircleReport.pdf</p>
<p>Are there any other considerations?</p>	<p>Yes. Reaching out to Pittsburgh Public Schools in support of the Whole Child Whole Community plan creates an excellent way to link Pittsburgh Public Schools and the Human Relations Commissions. Training educators and students on the value of all members of society is an act towards changing the future of community relations. Whole Child, Whole Community plan seems a good place for the addition of the HRC community relations committee to promote educational and community awareness. HRC could support the Public Schools with various mediation techniques and solutions for inter-group conflict. Promoting equity as a civic responsibility through the Pittsburgh Public</p>

	<p>School's, Whole Child, Whole Community plan may be an opportunity to introduce and educate students about protected classes, bullying and discrimination. Please see the report; Widening the Circle of Our Concern, Public Perceptions of the School, District of Philadelphia's Response to Inter-group Conflicts, was issued in March 2011.</p> <p>http://www.phila.gov/HumanRelations/PDF/WideningTheCircleReport.pdf</p>
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