



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Infrastructure and Intergovernmental Relations
Subcommittee Chairperson(s)	Brendan R. Schubert
Title of recommendation	Lead Asset Management with the City and Utilities
Describe the recommendation	<p>The objective with this recommendation is to standardize management between City infrastructure assets between all applicable governmental and private stakeholders to minimize total life cycle costs of each asset (e.g., PennDOT, Allegheny County, local utilities, etc.) The goal of <i>infrastructure</i> asset management is to understand and quantifying the extant condition and the rate of change of the condition of each asset and then to coordinate projects where efficiency can be gained through free and equitable sharing of data. The key consideration is cost, location and priority. This requires establishment of a baseline and then monitoring of the assets, which, by definition takes time, transparency and communication. By utilizing Asset Management software, like the Envista software for Capital and Repair, across infrastructure projects throughout the city we can see and share opportunities for collaboration. Return on investment needs to be a key consideration along with a bottom up analysis of the needs of our assets. Once the asset life cycle is defined, a timeline for maintenance can be established and then interested parties can coordinate their efforts on inter-related maintenance schedules or projects.</p> <p>This system should be editable by all involved parties, but in the interest of transparency and public involvement, it or some version of it should be accessible to the public. Establishment of this system is a potential for involvement with Pittsburgh Universities. This is an opportunity to get University students involved with City affairs, which will likely increase retention of University graduates.</p>
Is this an immediate or long term recommendation?	It is an immediate recommendation which will reap long term benefits.

<p>How will this address our challenges or reach our goals?</p>	<p>Asset Management will enable the City to:</p> <ul style="list-style-type: none">• optimize investments• save money in both the short and long term• better manage risk• highlight opportunities for new business• achieve the service levels expected by the residents/visitors, help reduce Emergency Repairs,• ensure that limited City resources are directed to meet the most critical needs.• Increase communication among major public and private organizations
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<p>What are the obstacles to implementation?</p>	<p>Identified obstacles to implementation are:</p> <ul style="list-style-type: none"> • Access to/availability of data: inventory of existing infrastructure assets (type, description, location, condition, useful life, etc.) • Need for well-defined service level expectations: performance measures with current and target levels quantified • Cultural change in decision making process • Act 47 • Standardization of Data Management between the City and County
<p>Who needs to be involved?</p>	<p>Key players include:</p> <ul style="list-style-type: none"> • The Department of Public Works • PennDot • City Planning Department • Allegheny County • All utility providers in the City • A Director of Asset Management • CIS
<p>What city resources need to be invested?</p>	<p>City resources required include:</p> <ul style="list-style-type: none"> • Time of City employees involved in the development and implementation of the Asset Management strategy • Potential changes to accounting systems and practices • Utilization of existing Envista software whiel recognizing potential need for the purchase and implementation of an Asset Management system (e.g., Cityworks, Oracle, Maximo.)
<p>What will be different if the recommendation is adopted?</p>	<p>There will be greater efficiency across city infrastructure:</p> <ul style="list-style-type: none"> • the ability to get ahead of the planning curve • make better use of human and monetary capital.
<p>Describe any background materials that you consulted</p>	<p>Some background materials for reference are:</p> <ul style="list-style-type: none"> • “Guide for Municipal Asset Management Plans” by the Ontario Ministry of Infrastructure • “Fundamental Resources for Asset Management Excellence” by the Asset Management Centre • We consulted a room full of experts in the field of asset management. • <u>Example: Community Asset Management Program Business Plan</u>

Have other cities implemented this recommendation?

Several cities have an Asset Management Bureau/Dept (e.g., Chicago, LA, NYC) but their missions are narrowly focused (e.g., on real estate, investment funds). The Province of Ontario has a comprehensive approach to Asset Management that could serve as a model for Pittsburgh.

<p>Are there any other considerations?</p>	<p>The implementation of the Asset Management strategy could be phased, starting with one classification of assets (e.g., streets) and subsequently expanding to include other aspects of the City's infrastructure (e.g., buildings, facilities, parks, social housing, etc.)</p> <p>Additionally, we recommend that money saved should be put into a separate line item account to be put directly into infrastructure repair that could be graded in the quality of "poor."</p> <p>The group also discussed the potential for utilizing the PA One Call system to standardize the process of utility work moving forward.</p> <p>A consultant could be engaged to look implementation and gaps in the process. Support during the process is important to change, mostly because historical data is significant to consider along with real time data generated.</p>
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Subcommittee Name	Infrastructure and Intergovernmental Relations
Subcommittee Chairperson(s)	Brendan R. Schubert
Title of recommendation	Adoption of Green Infrastructure, Energy Efficiency, and Alternative Fuels
Describe the recommendation	<p>To form a committee to review city infrastructure and coming projects (e.g. ALCOSAN's new water treatment facility) to identify and recommend cost effective means for implementing green technology and sustainability methods. Alternative solutions that adopt green technologies should be integrated with the City's overall approach to asset management</p> <p>Particular emphasis on "rightsizing" of investment for projects that is appropriate to achieving the City's goals while staying realistic to the City's long term financial plans. The establishment of a Five Year Sustainability Plan for the City should be drafted, including the metrics by which Pittsburgh will define its current position and intended goals, as well as the potential to extend and amend the Plan as goals are met. Changing of City and Municipal Codes to set baselines for green infrastructure usage in construction and development is also necessary. Monitoring and reporting progress in energy and water usage goals is key. Education and outreach is also important, as Pittsburgh citizens need to know where their tax money is going and the resultant savings in cost. Additionally, the Sustainability Committee should inform citizens of the role they play in making Pittsburgh a leader in efficiency and of ways they can adopt sustainable practices at home.</p> <p>For a short term solution identified pilot project and purchasing of assets should be implemented. For example an energy audit should be examined. One pilot could be the potential targeted conversation of certain public work vehicles to natural gas. Another example is the</p>

	<p>implementation of a green infrastructure program in a targeted area that incorporates an adaptive management program. Identifying these projects can be coordinated with the stages of the ALCOSAN and PWSA Wet Weather Long Term Control Plans which outreach to pilot programs.</p>
<p>Is this an immediate or long term recommendation?</p>	<p>Development of green infrastructure is a long term recommendation. The plan has to recognize short term wins, as demonstration projects that are adaptive in nature will provide. Projects in the short term should be selected where data sets are available to measure what the impact of green infrastructure has been on the sustainability of our assets.</p>
<p>How will this address our challenges or reach our goals?</p>	<p>Green infrastructure and sustainable design will help to build on Pittsburgh's already existing reputation as a global leader in innovative green design and will promote a healthy business and living environment. Green infrastructure adoption in stormwater management will save ALCOSAN and PWSA money in the long run.</p> <p>Benchmarks are an issue, because the technology is new and ever evolving. Equity, price and return on investment for the consumers are things that can be troublesome, and should be hurdles to overcome.</p>
<p>What are the obstacles to implementation?</p>	<p>In order to implement this recommendation a long term view of the City and the research needed to achieve this goal must be realized. A sustainability committee, though started easily, should be viewed as a long term engagement by the City's leadership. and should have power to bring together community- and neighborhood-level green infrastructure projects.</p> <p>There are potential legislative hurdles, or better laws that need to be considered in this process. This is something that can be viewed as a hurdle, but can be turned into a positive attribute.</p>
<p>Who needs to be involved?</p>	<p>City leadership needs to formulate and advertise the committee to the citizenship of Pittsburgh. Leaders in the industry locally should be accessed for data driven solutions. Also, experts from various cities that have design sustainable standards should be involved. Personnel from various city departments should be involved. Existing organizations such as Green Infrastructure Network, Center</p>

	for Energy and Renewable Technologies, and Clean Cities (along with local Universities). The sustainability managers of the city and respective authorities should be involved, along with any green infrastructure staff and gurus.
What city resources need to be invested?	Advertising efforts and City personnel time. For larger-scale stormwater management projects, the government may need to bring in more resources.

What will be different if the recommendation is adopted?	The Pittsburgh environment and image will both benefit from adoption of green initiative and standards.
Describe any background materials that you consulted	<p>The recommendation was formulated based on common knowledge by team members.</p> <p>Some sources for further information include:</p> <ul style="list-style-type: none"> • [South Carolina's] Green Cities Initiative http://www.sustainabilityinstitutesc.org/cities/ • Chicago's Sustainable Chicago Action Agenda http://www.cityofchicago.org/city/en/progs/env.html
Have other cities implemented this recommendation?	Many major cities in the United States and abroad have formed sustainability strategies. Chicago has a particularly comprehensive plan which is referenced in the background materials
Are there any other considerations?	An initial investment of time and effort should be made to define "green" and what the particular assets of Pittsburgh and the region contribute to our circumstance.

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Subcommittee Name	Infrastructure and Intergovernmental Relations
Subcommittee Chairperson(s)	Brendan R. Schubert
Title of recommendation	Education, Outreach, and Reporting for City Infrastructure
Describe the recommendation	Establish more comprehensive and user-friendly access to data, and in turn information, regarding the City's operations, infrastructure condition, and the detailed sources and uses of funds. The need for infrastructure investment has become clear. Having educated citizens and a plan of outreach to access information will be way for citizens to be informed of the investment required. In order to facilitate transparency, an effort should be made to coordinate and share data between different facilitators of City infrastructure and publish a website that tracks metrics identified as significant to the success of infrastructure and operations management. Though efforts similar to this are currently carried out, they lack the breadth and visibility that is necessary to impact the city's infrastructure and operations.
Is this an immediate or long term recommendation?	This goal is for immediate application.
How will this address our challenges or reach our goals?	Transparency is a mark of good governance and promotes an active and engaged citizenry as well as efficiency in government. This is a place where Pittsburgh can do better and could become a national leader. It will also, educate Pittsburghers on the need.
What are the obstacles to implementation?	Communication between various aspects of the city will be hard to coordinate. Additionally, requests for reporting from public works groups and utilities may not provide forth coming results. There could be I/T barriers to overcome (e.g., databases on incompatible platforms). Follow up to the process and collecting feedback is a challenge.

Who needs to be involved?	City leadership will need to make this a priority by forming a committee or commission. Data will be gathered across many groups, so requests for their openness and help will be required. Potential user groups may participate to define information requirements
What city resources need to be invested?	Advertising efforts and personnel time.

<p>What will be different if the recommendation is adopted?</p>	<p>More information on City infrastructure will be available across the government and City citizens in an open and organized format. The data sharing and publishing that will occur will allow for growth within the City, better intergovernmental relations, and illuminate areas where the City could promote better practice.</p>
<p>Describe any background materials that you consulted</p>	<ul style="list-style-type: none"> • US PIRG – Transparency: http://www.uspirg.org/sites/pirg/files/reports/%232USP transparent ciites v6 screen 2.pdf • National League of Cities – Transparency: http://www.nlc.org/build-skills-and-networks/education-and-training/event-calendar/open-data-city-policies-to-promote-transparency-efficiency-and-engagement • Chicago’s Data Dictionary: http://datasmart.ash.harvard.edu/news/article/the-next-phase-of-transparency-327
<p>Have other cities implemented this recommendation?</p>	<p>Many major cities in the United States have made substantial efforts to increase transparency. Pittsburgh is currently rated a C+ by US PIRG, tying for 9th among 30 cities and scoring 19 points lower than the leading Cities of New York and Chicago.</p>
<p>Are there any other considerations?</p>	<p>Starting with infrastructure could be a way to make transparency an achievable goal. Eventually, this committee should expand to encompass other aspects of the city that need greater transparency.</p>

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Context for team Infrastructure and Intergovernmental Relations

The group felt strongly about giving some context to our recommendations. The product that you see in front of you is a group of thirty individuals being able to build consensus on issues involving infrastructure. We spent a tremendous amount of time talking about ideas and how we can make them into actionable items.

The frame work was centered on a strategic planning principle GOST (Goals Objectives Strategies Tactics). For the purposes of this report we focused mainly on the first two. The three recommendations are the overreaching goals, and the body touches on the objectives you will need to achieve to establish the main goals. There some strategies in the logistical nature of the format.

The recommendations are the following three: 1) Adoption of Green Infrastructure, Energy Efficiency, and Alternative Fuels Standards; 2) Be the Lead on Asset Management with the City of Pittsburgh and it's Utilities; 3) Adopt Education and Outreach for City Infrastructure. There were several reasons behind our selections. Our conversations centered on the adoption of ways to get out wet weather off of our streets and out of our pipes. This has a benefit for the unseen infrastructure along with our roads, street, and bridges. This naturally led us to a conversation on asset management, and how the City can do a better job with its on assets on coordinating with the city. There was also a large push for a transparency recommendation, but it was inherent in every one of our recommendations. So we spent a lot of time talking with experts that we had on the committee along with people that did not work in the infrastructure field. We came to the conclusion that the general public needs to be educated on what all goes in to fixing, maintaining, and planning for infrastructure projects.

On a personal note from the Chairman, it was a pleasure to work with these fine people on our committee. We met for two meetings consisting of roughly six hours, along with countless email chains. These recommendations we believe have a good balance of short and long term goals. For clarification on any of these items, please do not hesitate to ask.