



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Changing Culture & Operations to Pursue Perfect Safety
Subcommittee Chairperson(s)	Geoff Webster
Title of recommendation	Setting a goal for no one to be harmed in the City of Pittsburgh, starting with eliminating harm among City employees.
Describe the recommendation	<p>The Mayor should set a goal for no one to be harmed in the City of Pittsburgh, starting with eliminating harm among City employees in the short term. Safety is consistently the number one concern of people in every jurisdiction and every kind of organization. No one wants to be hurt or killed, yet leaders often choose not to aim for zero harm because the goal is viewed as impossible. However, organizations that have aimed for no one to be hurt have achieved previously unimagined success and have learned in the process how to produce similarly outstanding results by empowering workers to pursue perfect in everything they do. This recommendation can be the lynchpin of the Mayor's efforts to create a "New Pittsburgh" by proving we can be measurably better than every other region, eschewing the top-down leadership style of the past, and empowering every employee and resident to look out for their own safety and the safety of those around them. To achieve this goal will require integration of efforts not just across City Departments, but with outside organizations (Allegheny County Health Department, Port Authority, Alcosan, etc.). These efforts might best be coached by the new Innovation & Performance Division.</p>
Is this an immediate or long term recommendation?	Immediate
How will this address our challenges or reach our goals?	<p>By aiming for no one to be hurt (and meaning it), the cabinet can become lead learners and mentor their reports to break down barriers/silos/excuses that keep workers from being successful and fulfilled in their jobs and begin developing sorely lacking motivation and skill building in the workforce.</p>

What are the obstacles to implementation?	Fear of setting goals that may not be achieved in the first Mayoral term despite the likelihood of producing substantially better results than can be achieved without the goal. Some disadvantaged populations or communities may be less likely to trust the process and call out harm and risks, so substantial efforts will be necessary to actively understand, mitigate fear, and engage these communities.
Who needs to be involved?	The Mayor and his cabinet.
What city resources need to be invested?	Minimal. The Mayor will want to work with his team to communicate their intentions clearly to the entire workforce early on, and then the entire population as progress is made. It will be necessary to measure not just safety events and risks, but also perception of safety in the community and professional and emotional safety of the workforce in order to make rapid and lasting progress.
What will be different if the recommendation is adopted?	City workers will have a values-based, aspirational goal to aspire to that will challenge their current thinking about what is possible and how to organize operations and improvement to achieve it.
Describe any background materials that you consulted	<i>The High Velocity Edge</i> by Steve Spear
Have other cities implemented this recommendation?	Not exactly, but the Cities of Jacksonville, Grand Rapids, and Irving & the State of Washington have leaders pursuing these kind of goals and methods: http://jacksonville.com/tu-online/stories/030407/opi_8319488.shtml http://grcity.us/city-manager/Lean-Initiative/Pages/default.aspx http://www.tmac.org/node/102 See also Governor Inslee's Inaugural Address
Are there any other considerations?	Don't do this if the Mayor won't lead it.

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Subcommittee Name	Changing Culture & Operations to Pursue Perfect Safety
Subcommittee Chairperson(s)	Geoff Webster
Title of recommendation	Creating an integrated capacity to see harm and risk, and creating a report of daily harm and risk events across the City of Pittsburgh.
Describe the recommendation	The Mayor and his cabinet should work to create an integrated report of daily harm and risk even across the city and other key regional partners (i.e., ACHD, Port Authority, Alcosan, etc.) that can be used to spur investigations of incidents that did or could have caused harm, and as a means of eliminating risks and integrating the responses of the various public safety departments.
Is this an immediate or long term recommendation?	Immediate
How will this address our challenges or reach our goals?	If your leadership and management teams can see all risk and harm across the City, it will help to increase the urgency to eliminate risks, it will help people see that causes rarely fall in the domain of one public safety department thus leading to new interdisciplinary capacity, and it can create a platform for developing every worker and citizen to be part of seeing and solving collective problems.
What are the obstacles to implementation?	Mapping all the sources of data and finding a way to get all the information into a usable daily format.
Who needs to be involved?	Operational and IT leaders from each safety department and other departments that may influence public safety (public works, etc).
What city resources need to be invested?	Not yet calculated. Usually a minimal investment. Some resources may already exist to support general public safety and fusion centers.

What will be different if the recommendation is adopted?	Everyone in City government will have access to every event and risk every day so they can teach reports to solve these problems and consider whether the same risks exist anywhere else in their control so they can be eliminated before harm occurs.
Describe any background materials that you consulted	<p>Federal info on fusion centers: http://www.dhs.gov/state-and-major-urban-area-fusion-centers</p> <p>Cities Ready Initiative: http://emergency.cdc.gov/cri/</p> <p>100 Resilient cities: http://100resilientcities.rockefellerfoundation.org</p> <p>NYC OEM: http://www.nyc.gov/html/oem/downloads/pdf/hazard_mitigation/hazard_mitigation_plan_fact_sheet.pdf</p> <p>HBS cases on Alcoa/O'Neill real time safety problem solving.</p>
Have other cities implemented this recommendation?	No
Are there any other considerations?	

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Subcommittee Name	Changing Culture & Operations to Pursue Perfect Safety
Subcommittee Chairperson(s)	Geoff Webster
Title of recommendation	The Mayor and his cabinet should create a place (website and community-based communication methods) with safety events and solutions listed each day that is a mandatory review for City management personnel and available to the public so people can be aware of risks and rally City and community resources to mitigate them.
Describe the recommendation	Make data on every harm event and specifics of risk available on the web.
Is this an immediate or long term recommendation?	Immediate to middle term.
How will this address our challenges or reach our goals?	If the goal is not to have anyone hurt in the City of Pittsburgh starting with workers, being able to see all the harm and risks that people identify and what investigations learn about prevention and share that information with others so they can proactively mitigate risks. The fundamental principle is that you don't have to learn over and over about risk, you can learn from the first event and mitigate the same risk everywhere.
What are the obstacles to implementation?	Lawyers and risk managers will often balk at the idea of transparency for fear of creating grounds for more lawsuits. Organizations that have created transparency have seen their actual exposure plummet because they can produce 90%+ reductions in harm and people rarely sue for an event, they usually sue because they do not experience an honest response from the organization and/or they are afraid it will happen again to someone else.

Who needs to be involved?	The Mayor will need to agree on the format used by the leadership/management team and what items are best formatted for the public. Somebody likely collects data on each safety event or risk (911, 411, 311, employee safety reports, police reports, fire reports etc.) but some process and IT leaders will be necessary to come up with an integrated system.
What city resources need to be invested?	Time of the Mayor and each layer of management to develop and regularly use reports for improvement. Some process and IT resources from each Department to contribute information to the integrated source.
What will be different if the recommendation is adopted?	Leaders throughout the City, and eventually the public, will have warnings of risks so they can be avoided or eliminated.
Describe any background materials that you consulted	HBS Case on Alcoa/O'Neill real-time problem solving systems.
Have other cities implemented this recommendation?	No.
Are there any other considerations?	

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Subcommittee Name	Changing Culture & Operations to Pursue Perfect Safety
Subcommittee Chairperson(s)	Geoff Webster
Title of recommendation	Develop the management structure and employee skills for real time root cause problem solving to eliminate risks.
Describe the recommendation	Every day citizens or city employees encounter incidents that harm residents or risks that could cause harm. Most of the time the responders help the victim but rarely do employees have the training or the scope of authority to diagnose the reason it happened and assure the cause is eliminated. Even more rarely are these risks shared across the city with the expectation that risks be mitigated everywhere.
Is this an immediate or long term recommendation?	Long term (3-5 year) ability to reach all employees.
How will this address our challenges or reach our goals?	Provide employees the skills to solve all safety problems rapidly to their real root cause and the management structure to reach whatever elements of city government (and possibly other organizations) are necessary to make improvements outside their span of control. Build these abilities in the Innovation and Performance group so these ideas can spread throughout City operations. Build the preparation, training, and course of work mentoring to support development.
What are the obstacles to implementation?	Takes unwavering support from the Mayor and his cabinet along with people with continuous improvement skills to coach the roles across all layers of employees.

Who needs to be involved?	The Mayor and cabinet to lead by example and make changes to the way the City is led/managed. Skilled improvement coaches to assure that employees at all levels have the skills necessary to be successful.
What city resources need to be invested?	This would require a considerable investment of time and money to be successful. A rough estimate would be \$700K to \$1.2 million per year for 3-5 years to gain self-sustaining capability. However, this work typically leads to work improvements that produce a 3-10X return on investment each year and a typical total opportunity to improve results and reduce the cost of services by 30-50% in the long term.
What will be different if the recommendation is adopted?	City workers and residents will be safer and the City will operate with better results at lower cost, freeing up resources to reinvest for value-added services or tax cuts.
Describe any background materials that you consulted	<i>The High Velocity Edge</i> by Steve Spear <i>The Lean Turnaround</i> by Art Byrne
Have other cities implemented this recommendation?	We do not know if other cities have implemented these ideas, but many of the safest organizations in the world, including Pittsburgh-based Alcoa, use these methods.
Are there any other considerations?	There may be opportunities to tap into foundation funding and regional capability by building partnerships within corporate and non-profit sectors to advance this agenda.

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Subcommittee Name	Changing Culture & Operations to Pursue Perfect Safety
Subcommittee Chairperson(s)	Geoff Webster
Title of recommendation	Creating a Sustainability Plan to encompass communication, marketing, recognition, and sustainability.
Describe the recommendation	<p>To implement the Mayor's goal for no one to be harmed in the City of Pittsburgh, the Mayor's cabinet will have to develop and implement a communication strategy that incorporates diversity and inclusion throughout. This strategy will begin with City personnel, and extend to community and faith-based organizations, other community groups, and foundations as well as various other vested partners in the City to make sure this initiative is sustained long-term across changes in City administration.</p> <p>This would include strategic internal and external communication and marketing strategies using website content, community newsletters and meetings, the City Cable channel, as well as blog posts, radio pieces, and other outreach as well as internal communications. The overall goal is instituting sustainable cultural change in the City for reducing harm. Emphasis must be placed on the commitment to the sustainability of this strategy in its political, policy and financial aspects, with complete buy-in and a plan to fund the goal.</p>
Is this an immediate or long term recommendation?	Short, medium, and long term
How will this address our challenges or reach our goals?	This goal is the implementation component of our goal and sub-goals for changing culture to pursue perfect safety.
What are the obstacles to implementation?	This goal needs dedicated political will, funding, and staff commitment.

	This goal also needs gradual strategic implementation, beginning with City personnel and including communication of successes from other organizations, e.g. Alcoa. Finally, this goal needs to consider sensitivity to any real or perceived failures to changing the culture, especially in light of the real or perceived opportunity costs.
Who needs to be involved?	The Mayor and his cabinet; outside consultants to develop curriculum and strategy; dedicated personnel; and advisory involvement with local partners who have perfect safety experience.
What city resources need to be invested?	Total commitment led by the Mayor, his cabinet, and the City departments. Funding to develop and implement training, including staff to coordinate cultural change. Resources from IT to ensure data is gathered, integrated, and coordinated, and available to all departments as needed.
What will be different if the recommendation is adopted?	People who work, live, play, and worship in the City of Pittsburgh will have the knowledge, will, and tools to identify, report, avoid, and eliminate safety risks in the City.
Describe any background materials that you consulted	Knowledge and expertise as former City employees.
Have other cities implemented this recommendation?	Unknown.
Are there any other considerations?	Don't do this if the Mayor won't lead it.

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