

# The Pittsburgh Summit 2009 Report

---



Commissioned by:

Pittsburgh Downtown Partnership  
VisitPittsburgh  
Pittsburgh G-20 Partnership

**Civitas Consulting, LLC**  
**Advisory Team Analysis**  
**July 20-21, 2009**

The Pittsburgh Summit 2009 Meeting in September offers Pittsburgh a unique and perhaps once-in-a-lifetime opportunity to capture the international spotlight and showcase its many positive attributes. To make sure this happens, the Pittsburgh Downtown Partnership and VisitPittsburgh, with the support of The Pittsburgh G-20 Partnership invited Civitas Consultants LLC to assemble a team of experts to advise downtown, community and business leaders on best practices for managing Pittsburgh's downtown and employment centers during this singular event.

Civitas Consultants President David Feehan recruited three individuals with extensive experience in managing similar kinds of events. The team members were Kate Joncas, President of the Downtown Seattle Association; Kirstjen Nielsen, Managing Director and General Counsel for the Civitas Group, a DC-based homeland security consulting firm; and Frank Russo, Vice President of the Downtown DC Business Improvement District Corporation. Background summaries of each member of the team are attached to this report.

This report reflects the combined observations and wisdom of the Civitas Consultants team, as well as numerous astute suggestions and comments made by local participants over the course of a 3-day visit. It is divided into four sections:

- ❑ Overall observations and recommendations
- ❑ Successful strategies employed by other communities
- ❑ Specific, "on-the-ground tactical actions
- ❑ Conclusion

## **Overall Observations and Recommendations**

### **A Solid Foundation**

The team universally observed that *Pittsburgh is "on the right track"* in terms of planning for The Pittsburgh Summit 2009. The Mayor and County Executive have both exerted leadership while challenging local residents to participate in all aspects of preparation for the event. Communication has been a high priority, and the website has been and will be an effective tool for keeping information readily available. Team members also validated the specific actions many downtown companies are taking, such as planning to have employees work from home. This validation of what Downtown, business and community leaders are doing to get ready for the Summit is a solid foundation for further and more detailed and critical planning.

### **Downtown and Beyond Will be Impacted**

Team members believe that the major issues that will affect downtown during the days of the Summit will be related to *transportation, traffic congestion and parking*, whether there are protests or not. The team asserted that every mode of transportation will be affected – private auto traffic, public transit, biking and walking – even access by boats on the rivers. Downtown will obviously be impacted, but so will adjoining communities like the Strip District, North Side, South Side, the Hill District, Oakland and Mount Washington, along with the Airport Corridor. Some downtown parking garages will almost certainly be closed. Buses will likely be re-routed. All of these changes will make commuting difficult and commuting times much longer than normal. Deliveries to downtown businesses will also be affected. Traffic on the Parkway West is likely to be affected intermittently and unpredictably.

### **Remain Flexible**

*Change is the one thing everyone can count on*, according to the advisory team. There will be knowns and unknowns throughout the planning process, but perimeters, traffic routes, security precautions and other factors could change right up to the time the Summit begins. Team members agreed that regional decision-makers should devise alternate plans to accommodate expected changes. Everyone should have a “Plan B” (and probably a “Plan C” as well.)

Team members offered individual recommendations as well.

**Kirstjen Nielsen** strongly recommended that the guiding philosophy for all stakeholders should be *“plan – don’t panic.”* She suggested that all employers should use this opportunity to create or update and implement their continuity of operations plan.

She said that several websites are available to the public with helpful checklists. (A list of these websites is included near the end of this report.) She stressed the importance of The Partnership in communicating with the federal and local security agencies that will determine such things as the site perimeter(s), permitted activities, traffic patterns and articulate the need to keep Downtown open for business.

**Kate Joncas** urged attendees at each meeting to cross-train staff so that no matter who makes it into the office, essential communication functions can occur. An important point is that even the best plans fall apart if these seemingly small details are left unattended. She listed a number of these details, which are captured in subsequent portions of this report.

**Frank Russo** described the kinds of rules and regulations that are put in place for events like these, and said that such rules are sometimes hard and fast and sometimes subject to negotiation. He suggested that there are times when, *for a day or two, some rules can be set aside*. Questions like “who picks up the trash” might involve bending rules that relate to union-management agreements, but communication and negotiation can sometimes solve difficult problems before they arrive and assure that certain essential functions get carried out.

## Successful Strategies

The Civitas Consultants team created a set of categories to organize planning for The Pittsburgh Summit including:

- ❑ Communications
- ❑ Transportation/Access/Mobility
- ❑ Public Safety
- ❑ Operations
- ❑ Economic Impact

## Communications

- Suggested Strategies and Tactics
  - Plan – don't panic. One of the team's central themes, this simple statement should encompass all of the Pittsburgh community's efforts. The team commended Pittsburgh because it is planning in an effective and inclusive way.
  - Partner with BOMA. Building owners and managers have much at stake, resources to contribute, and property to protect. BOMA International is an excellent resource – see the website listing at the end of the report.
  - Participate in the region's emergency communication network. There are many elements of this network, and it should be linked with the event's command center. Consider signing up for the Pittsburgh Regional Business Coalition for Homeland Security's BECON network. Go to [www.prbchs.org](http://www.prbchs.org) for details.
  - Develop connections to the private sector. Create a checklist of all the categories of businesses (office tenants, property owners, retailers, restaurants, parking operators, service vendors, media, etc.) and communicate with them consistently.
  - Create a delivery mode strategy (e-mail, telephone trees, door-to-door delivery, website, Twitter, Facebook, Flickr). Having multiple delivery modes and redundancy increases the chances messages will get through.
  - Set up a private security forum. A regular forum will prove useful before, during and after the Summit.
  - Create a retail contact list and use PDP Clean/Safe Ambassadors to deliver messages in written form door-to-door. Remember that owners and managers of retail stores will not always be on premises.
  - Create a checklist of potential legal issues retailers should consider. Examples include signage (restrooms for customers only; no shirts or shoes, no service.) What can retailers do with demonstrators who block access to stores or harass customers? Provide a checklist of issues so that retailers can ask their attorneys the right questions.
  - Pay attention to the "point of contact" list (network of networks). It's important not only to have a phone number and e-mail address; it can be even more important to make sure that the right person is on both ends of a call.

Identify who speaks for a business or organization and pre-script statements.

### **Transportation/Access/Mobility**

- Suggested Strategies and Tactics
  - PDP, VisitPittsburgh and the Allegheny Conference should be models for downtown employers. For example, encourage all employees to use public transportation. Employees might test this a week or two before the event to make sure they are comfortable with schedules, routes and an expected 10-15 block walk to their office.
  - Encourage large employers to develop comprehensive plans for employee access and “work-from-home” opportunities.
  - Work out the “closed garage” issues, especially for those that have monthly leaseholders. Hold a meeting of parking operators. Private operators and the City’s Parking Authority will all be impacted by the Summit.
  - A strategy for delivery to restaurants and retailers should be developed. Deliveries are likely to be difficult or impossible for a couple of days (most likely the Wednesday through Saturday according to the police). Making sure that all affected retailers and restaurants are aware and can take precautions will help them plan accordingly. Restaurants could consider renting extra freezers for a week and having deliveries in by Tuesday evening.
  - Work with Port Authority to develop maps/schedules/website updates for buses/rail. Most people who do come into downtown should at least consider transit options.
  - Work with City and state DOT on street/highway closings and construction. Traffic is likely to back up in all directions on Parkways East and West, interstates from the north, and state routes from the south.

### **Public Safety**

- Suggested Strategies and Tactics
  - Overnight security is an idea that some companies and property owners/managers might consider, even if they do not have security available now. Having someone at a building to report suspicious persons or damage can make it possible to notify authorities, get information to the command center, and possibly make repairs in time for the next business day.
  - Share overnight security with adjacent buildings and businesses to have security in your business after the sun goes down.
  - Signs for interior restrooms restricting access (“For Tenants Only”) can help to improve security.
  - Make sure access control system (cards and IDs) are in place. Employees will need these inside the eventual perimeter; but it may be wise to increase scrutiny for access to office buildings during and before the event.

- Take pictures before (now) during and after. Documenting the current state of downtown, the event itself, and the aftermath can be useful in a number of ways.
- Create a “continuity of operations” master plan. In short, a continuity plan describes how a business will stay in business in the event of a range of disasters or incidents. Depending on the business and the business’ function, plans can address incidents from local events such as building fires to regional incidents such as hurricanes or earthquakes to national incidents such as a pandemic illness. (see additional information and guidance from the Department of Homeland Security in Attachment A)
- Advise employers to make sure employees have the proper paperwork (W-2 forms, immigration papers) in personnel files.
- Advise venues to review and understand their essential operations and operational needs and to think about how their business can accommodate potential security needs (e.g., reduced entry/exits, change in hours, perimeter issues) for purposes of making conversations with security personnel more productive.

## **Operations**

- Suggested Strategies and Tactics
  - Create cross-training and redundancy so anyone who comes into the office can perform essential tasks and communicate to whoever is necessary. This was a particular problem in Seattle during the WTO demonstrations in 1999. Being able to access computer and phone systems, knowing who to call and where to find information and materials can be crucial to avoiding major meltdowns.
  - Advise building managers to secure (lock) dumpsters and be prepared to have the dumpsters removed entirely. Dumpster fires seem to be a particularly favored tactic of some demonstrators, causing confusion and requiring the use of firefighting vehicles and equipment, which tie up traffic even more.
  - Prepare for extra graffiti removal during the event and debris removal before the event starts. Building owners/managers should get extra supplies. Graffiti should be removed or painted over immediately.
  - Loose debris and construction materials should be removed.
  - Mailboxes and waste receptacles will likely be removed by the City, but PDP should ascertain where the waste receptacles go and how soon they will be returned.
  - Advise those within perimeter what to expect. The first perimeter will be very restricted – more so than many businesses might anticipate, and in ways they do not anticipate.
  - Advise downtown businesses who might stock spray paint to remove it from shelves.
  - Advise cultural organizations to inspect bags at the entrances. Experience in some cities suggests demonstrators could damage or destroy art or fixtures in cultural venues.

- Prepare for demonstrations with extra plywood – predrilled for easy installation. Have enough drills available with charged batteries and obtain dollies to transport plywood and supplies. Could a lumber company donate? Might Habitat for Humanity want unused plywood?
- Providing links on all websites for property owners to other useful websites is an inexpensive and cost-effective way to provide value.
- It may be possible and advisable to pre-screen vendors. BOMA and/or the City may be able to help with this task.

### **Economic Impact**

- Suggested Strategies and Tactics
  - Labor unions, even though they may be demonstrating, can be very helpful. Recommend that contact with the labor unions be made now and that they are included in the planning.
  - Know where the ‘free speech zones’ are and where the protestors have registered to protest and plan accordingly. Market Square is designated as a free speech zone. However, Market Square is expected to be closed for construction during the Summit.
  - Develop a plan for use of volunteers. Figure out ways people can help.

### **Other Issues/Options/Opportunities**

There exist numerous online resources available to Pittsburgh businesses, organizations and individuals to plan (not panic) in preparation for the PITTSBURGH/G-20 Summit.

Websites and other Resources

[www.pittsburghG20.org](http://www.pittsburghG20.org) (Partnership site)

[www.downtownpittsburgh.com](http://www.downtownpittsburgh.com) (PDP)

[www.pittsburghsummit.gov](http://www.pittsburghsummit.gov) (White House site)

[www.g20.com](http://www.g20.com) (Institutional site)

[www.pittsburghcoalitionforsecurity.org](http://www.pittsburghcoalitionforsecurity.org)

<http://www.boma.org/SiteCollectionDocuments/Org/Docs/Resources/BMS.pdf> (BOMA checklist)

[www.ready.gov](http://www.ready.gov) (click on Ready Business)

[www.mipt.org](http://www.mipt.org) (Memorial Institute for the Prevention of Terrorism) (also click on Lawson Library for a comprehensive collection of protection, preparedness, response and recovery information)

**Conclusion:**

The Pittsburgh Summit 2009 is a fantastic opportunity for Pittsburgh to shine on a global stage. However, it all depends on what happens at the street-level and more specifically in Downtown, Oakland and the Airport Corridor that will create positive or potentially damaging media coverage.

Pittsburgh seems to be on the right track and asking the appropriate questions as it plans for this significant event. Unfortunately, few specific answers are likely to be forthcoming in the near term. Instead, The Pittsburgh G-20 Partnership, with leadership from the Allegheny Conference, VisitPittsburgh and the PDP, can and should provide a steady stream of accurate information so individuals, organizations and businesses can plan accordingly and not panic.

The Summit will undoubtedly bring significant parking, traffic and business impacts but also new opportunities to tell the compelling story of Pittsburgh rebirth as the indispensable 21<sup>st</sup> century American city

## Attachment A

### Continuity of Operations Planning

From the Department of Homeland Security's Ready Business site

(<http://www.ready.gov/business/plan/planning.html>)

The site also provides a plan template.

“How quickly your company can get back to business after a terrorist attack or tornado, fire or flood often depends on emergency planning done today. Start planning now to improve the likelihood that your company will survive and recover.

1. Carefully assess **how your company functions**, both internally and externally, to determine which staff, materials, procedures and equipment are absolutely necessary to keep the business operating.
  - Review your **business process flow chart** if one exists.
  - Identify **operations critical to survival** and recovery.
  - Include **emergency payroll, expedited financial decision-making and accounting systems** to track and document costs in the event of a disaster.
  - Establish procedures for **succession of management**. Include at least one person who is not at the company headquarters, if applicable.
2. Identify your **suppliers, shippers, resources and other businesses** you must interact with on a daily basis.
  - Develop **professional relationships** with **more than one** company to use in case your primary contractor cannot service your needs. A disaster that shuts down a key supplier can be devastating to your business.
  - **Create a contact list** for existing critical business contractors and others you plan to use in an emergency. Keep this list with other important documents on file, in your **emergency supply kit** and at an off-site location.
3. Plan what you will do if your **building, plant or store is not accessible**. This type of planning is often referred to as a continuity of operations plan, or COOP, and includes all facets of your business.
  - Consider if you can run the business from a different location or from your home.
  - Develop relationships with other companies to use their facilities in case a disaster makes your location unusable.
4. **Plan for payroll continuity.**
5. Decide **who should participate** in putting together your emergency plan.
  - Include co-workers from all levels in planning and as **active members** of the emergency management team.
  - Consider a **broad cross-section** of people from throughout your organization, but focus on those with expertise vital to daily **business functions**. These will likely include people with technical skills as well as managers and executives.
6. Define **crisis management procedures** and **individual responsibilities** in advance.
  - Make sure those involved know what they are supposed to do.

- Train others in case you need back-up help.
7. Coordinate with others.
- Meet with **other businesses in your building** or industrial complex.
  - Talk with first responders, emergency managers, community organizations and utility providers.
  - Plan with your suppliers, shippers and others you regularly do business with.
  - Share your plans and encourage other businesses to set in motion their own continuity planning and offer to help others.
8. **Review your emergency plans annually.** Just as your business changes over time, so do your preparedness needs. When you hire new employees or when there are changes in how your company functions, you should update your plans and inform your people.”

**Attachment B**  
Panelist Biographies

**KATE JONCAS**

Kate Joncas was the President of the Downtown Seattle Association during the 1999 WTO meetings, the so-called “Battle in Seattle”. Ms. Joncas worked very closely on safety, communications and access strategies with the Police and City Hall during the event and led the recovery efforts afterwards. She also participated in after-event evaluations and worked closely with law enforcement on the annual protests to commemorate the event.

Kate Joncas has been the President of the Downtown Seattle Association since April 1994. Projects accomplished during her tenure include: the re-opening of the Pine Street pedestrian mall; the development of the Flagship Nordstrom and the Pacific Place shopping center; the development of four hygiene centers for homeless people; the relocation of the Symphony Hall to Downtown; the development of a five neighborhood partnership to complete the Downtown comprehensive plan; the commitment to extend the light rail to Northgate; and, the establishment of the \$5 million dollar Metropolitan Improvement District.

Ms. Joncas has over 30 years of experience in community and Downtown development around the country and in the private, public and non-profit sectors. She was a Senior Program Associate with the National Main Street Center in Washington, D.C., where she worked with over one hundred downtowns and commercial districts around the United States. Previous experience also includes working for the Oregon Downtown Development Association, a planning and urban design firm in Detroit and the Massachusetts Office of Community and Development.

Ms Joncas is the past Chair of her professional association, the International Downtown Association and past Chair of Seattle’s premier summer festival, SEAFAIR. She also serves on the Board of the Seattle Police Partnership Foundation, Executive Alliance and the Seattle Center Advisory Commission.

**KIRSTJEN NIELSON**

The Honorable Kirstjen Nielsen is a corporate attorney and an expert in homeland security, including preparedness, response and incident management, homeland security assistance and training programs, information sharing and infrastructure protection. Ms. Nielsen currently focuses on providing strategic homeland security consulting services to Federal, State and local governments and is also instrumental in assessing the legislative and policy landscape for companies who are looking to enter the homeland security market, expand their presence or develop new homeland security related technologies.

Prior to joining Civitas Group, Ms. Nielsen was commissioned by President Bush to serve as Special Assistant to the President for Prevention, Preparedness and Response on

the White House Homeland Security Council where her responsibilities included the development, coordination and oversight of U.S. Government homeland security policy and the development of numerous Presidential homeland security policy documents on issues ranging from public alert and warning to improvised explosive devices to the information sharing environment.

Prior to joining the HSC, Ms. Nielsen created and managed the Offices of Legislative Policy and Government Affairs at the Transportation Security Administration (TSA), developing transportation security related policy and drafting legislation relating to security background checks, credentialing, passenger pre-screening, surface transportation and security funding.

Previously, Ms. Nielsen practiced corporate transactional law with Haynes and Boone, LLP where she represented emerging, privately held and public companies with respect to general corporate, securities, mergers and acquisitions and financing matters. Ms. Nielsen also served on the staff of U.S. Senator Connie Mack where her issues of responsibility included foreign affairs, national security, defense, intelligence, and transportation.

Ms. Nielsen has guest lectured at the National Defense University on a variety of infrastructure protection issues and the George Washington University on the homeland security policy process and Katrina lessons learned. She has also served on panels and given speeches at homeland security conferences and forums on homeland security preparedness issues.

Ms. Nielsen received a Bachelor of Science in Foreign Service from Georgetown University, and her Juris Doctor from the University of Virginia. In addition, she studied at the Nanzan University Center for Japanese Studies in Nagoya, Japan.

## **FRANK RUSSO**

Frank is the Deputy Executive Director of Programs and Services at the Washington DC Business Improvement District. Prior to moving into the world of Business Improvement Districts in 1992, Frank was a twenty-five-year veteran of the Baltimore City Police Department. Frank closed out his career as Major/Commander of the Central District, which includes much of Downtown and surrounding areas. As Commander of the city's most diverse police district, he supervised a staff of 295 sworn and civilian members of the police department and met with community, business and political leaders on a regular basis.

Following his retirement from the police department Frank served as the director of public safety for Downtown Partnership of Baltimore from 1992-1998, where he headed up the "safety" side of downtown Baltimore's Clean & Safe program. In this position, Frank coordinated the hiring and training of the program's Public Safety Guides, determined operations procedures, and served as the chief liaison with the police and other downtown safety providers.

He was also instrumental in creating the Downtown Public Safety Coalition, which teams up the Baltimore City Police Department and the downtown business community to develop and implement additional ways of improving the real and perceived atmosphere of safety in downtown Baltimore.

A major initiative of the Public Safety Coalition was the implementation of Baltimore's Video Patrol program. The Video Patrol is a state-of-the-art video surveillance network in Downtown Baltimore that Frank developed in conjunction with the Baltimore City Police Department. Under Frank's management, the system has received international media acclaim and has quickly become a model that cities throughout the world are copying.

Frank has been a part of the DCBID management team since October 1998. Initially, Frank worked as an advisor to DBID field operations staff to restructure the "Clean and Safe" program. In October 1999, Frank assumed the newly created position of Senior Director. In this position, Frank was responsible for the oversight of all field services to include safety, maintenance, landscaping and crime prevention programming. In June 2002, following a reorganization of the DCBID, Frank assumed the position of Deputy Director of Programs and Services, which carried with it new administrative and programming responsibilities on top of his prior duties. In addition to his other responsibilities, Frank co-chairs downtown's Public Safety Alliance, working closely with all police and private security agencies and with the District's Emergency Management personnel. In this capacity he leads the planning and coordination of the DCBID's response to crime, public disorder and demonstrations. The annual IMF meetings, post 9/11 initiatives, and numerous demonstrations are examples of the coordinated effort.

Since launching the Baltimore safety program more than 17 years ago, Frank has assisted in the design and implementation of "clean and safe" programs in over 85 BIDs throughout the U.S. Canada, and Europe. He is most recently served as an advisor to BIDs in Seattle WA, Tampa FL, and Kansas City MO. Additionally, he has worked with the Office of Deputy Prime Minister (OPDM) as an advisor to the national Neighborhood Wardens programs located throughout the UK.

An honors graduate of the University of Baltimore with a Bachelor of Science degree in criminal justice, he has taught at the University of Maryland and taken classes toward a master's Degree in criminal justice. In addition to numerous courses in narcotics, traffic management and hazardous materials management, Russo has completed a ten-month advanced police management program Northwestern University in Evanston, Illinois, a U.S. Secret Service Academy dignitary protection program and an FBI Academy Special Weapons and Tactics (S.W.A.T.) program.