



The Raja 100 Day Plan

Execution is (almost) Everything

Executive Summary

Upon entering office, Raja will bring with him a new governing philosophy that will restore the public's faith in elected officials. This new philosophy will emphasize bi-partisanship, transparency, integrity, and best practices. Throughout the campaign Raja has released a series of policy proposals intended to promote economic prosperity and a higher quality of life for all citizens of Allegheny County. Raja will enter office already prepared to release a comprehensive plan to turn proposals into policy.

The Raja 100 Day Plan outlines the major policy proposals that will help cut costs and spur economic development across the county. Furthermore, *The Raja 100 Day Plan* outlines the implementation approach and performance metrics that will be used to determine the impact and plausibility of proposed policies. Raja will implement regular checks on the progress of these policies in order to ensure that they are being developed as efficiently as possible and that they produce the best results possible for the Citizens of Allegheny County.

The Raja 100 Day Plan

Vision and Strategic Goals

The first step for a leader is to articulate an inspiring vision for all stakeholders to work toward. Once a vision has been articulated, strategic goals should be set. Detailed plans with measureable milestones to achieve the strategic goals follow. Periodic evaluation of progress with metrics being compared to milestones is needed to ensure that plans stay on track and if not new measures are implemented.

The Home Rule Charter and Assessment Code of Allegheny County characterize the vision for Allegheny County as “Economic Prosperity and Higher Quality of Life for All residents”. From a philosophical perspective, actions to implement policies will be guided by this vision. From a management perspective, measurable metrics will be set to measure performance.

The strategic goals for Allegheny County government to meet the vision follow:

- **Economic Prosperity:** Job creation and retention is by far the most important issue in Allegheny County. As a businessman, Raja has created hundreds of jobs and was recognized as CEO/Entrepreneur of the Year and knows what it takes to create jobs in our region. To accomplish this goal Raja will focus on startup jobs, back office jobs, creating local jobs in the emerging Marcellus Shale industry, and supporting training programs in our county’s high schools and universities that will prepare our workforce to enter local industries. Many jobs that are available in our region do not require college degrees, but there is disparity between job applicants and skills. Raja will work to integrate business and technical training to help fill these jobs to get our Allegheny County’s citizens working again.
- **Quality of Life:** Raja will focus on efficiencies/structure within the 130 municipalities, 43 school districts and various boards and authorities to address (a) taxes; (b) transit (Port Authority, airport, road and bridges); (c) infrastructure to better support water quality, air quality, etc in our region. As a commissioner in Mt. Lebanon, Raja cut property taxes twice and spearheaded economic development policies for CONNECT, a group made up of the City of Pittsburgh and the 35 municipalities that share a common border. Raja is committed to a pro-growth agenda and has pledged to eliminating the drink tax and freezing property taxes for low-income seniors.
- **All Residents:** The focus is to eliminate disparity, i.e. ensure that “all” residents are successful. In particular, the objective is to see significant progress in the African American community in our region, which is ranked poorest in the entire country with an infant mortality rate five times the national average. Raja will focus on the creation of minority business districts, education programs, job training, and an effective transit system that will work to eliminate the disparity in our county.

Governing Philosophy

As county executive, Raja pledges to bring a new type of leadership to county government. At a time of widespread mistrust of elected officials, the Raja administration will stress bi-partisanship, transparency, integrity, and best practices.

We all share the same vision for Allegheny County. We want an economically prosperous county that offers its residents a high quality of life. Political partisanship threatens to derail this vision. As county executive, Raja will work across party lines to find common ground to solve the problems facing Allegheny County.

The Raja Administration will bring transparency and integrity back to county government. Government is meant to serve the people and Raja will implement policies that make government documents and proceedings easily accessible by county residents. Fostering effective public oversight ensures the integrity of all county officials and services.

Finally, the Raja Administration will continue to implement best practices in governing from across the country. Government is broken because new and innovative thinking is not encouraged and there is no mechanism in place that helps turn ideas into policy. We cannot continue to do the same thing and expect different results. Raja will work to change this mentality and seek to encourage innovative thinking within Allegheny County government.

The First 100 Days

A lot of work needs to be done to put Allegheny County back on the right track. Even before taking office, Raja plans to meet with all department heads and understand their perspectives on what is working and not working. Raja will begin to assemble a highly qualified and competent staff so that he will be prepared to govern as soon as he assumes office. Having the right individuals for each position is critical to success. The selection of staff will be made on merit and not patronage or partisanship.

While this report is titled *First 100 days Plan* Raja has outlined plans for his first day, first week, first quarter and first year in this section below.

First Day

- Upon assuming office, Raja will release a detailed plan for the implementation of the policy that he has proposed during the campaign. This detailed plan will address policy goals for his next four years in office as well as performance metrics to ensure that these proposals are implemented as effectively as possible.

First Week

- Within his first week in office, Raja will hold a summit to discuss the needed changes to state law pertaining to property tax assessment and the Port Authority. The summit will bring together county residents, members of the public, private and nonprofit sectors, and elected local and state officials to discuss changes that need to be made at the state level on these issues. Raja will fight for a moratorium on property tax reassessment until a statewide solution is found. Additionally, the summit will focus on what can be done to address the Port Authority's financial problems. We will use the summit to begin the conversation on fair and sustainable compensation packages for Port Authority workers. Without immediate action, the Port Authority faces more significant cuts next summer. Raja will also use the summit to push for reform of laws governing the Port Authority that encourages more competition.
- Upon assuming office, Raja will issue a request for proposal (RFP) for drilling at Pittsburgh International Airport. Issuing the RFP on the first day is the essential first step to creating the Innovation Zone, paying down the Airport Authority's debt, and attracting new businesses and jobs to Allegheny County.
- Within his first week in office, Raja will direct CCAC to begin working with leaders in the Marcellus Shale industry to develop a specialized training program. This program will help provide local workers the skills needed by the emerging Marcellus Shale industry.

First Quarter

- By the end of Raja's first 100 days in office, he will issue a RFP for the development of the Innovation Zone at Pittsburgh International Airport. Raja will work closely with leaders in industry and local universities to help develop a plan that will make the zone a catalyst for economic development in Allegheny County. The Innovation Zone, combined with Marcellus Shale exploration on airport property, will help the Airport Authority pay off the remaining debt still owed on the facility. Once the county is no longer burdened by debt payments, we will be able to lower landing and gate fees to help Pittsburgh International attract more flights.
- The Raja Administration will release a comprehensive plan for the conversion of the Port Authority bus fleet to Compressed Natural Gas (CNG). By using a resource that is readily available right below our feet, the Port Authority can save millions of dollars a year in fuel costs. These savings will help prevent the additional transit cuts that are on the horizon.

- Raja will unveil a program that will help attract startups from local universities and from across the nation. This program will address the needs of young startup companies; among which are the needs for clients, capital, and talent.
- Throughout Raja’s first hundred days he will reach out to companies locally and from across the nation to promote Allegheny County as the ideal location to establish “Back Office” operations. Allegheny County has the talented workforce that firms need in such operations. BNY Mellon’s decision to maintain back office operations here has resulted in the employment of thousands of talented workers and acts as an example to other firms of the pool of talent that is available in the region.
- Raja will unveil a metrics system designed to benchmark the work of all levels of county government. Benchmarking will allow Raja to identify and work to fix underperforming agencies, offices, and personal to help bring more efficiency to county government.

First Year

- Our region is home to some of the worst bridges and roads in the country. Our decaying infrastructure not only presents safety issues, but seriously threatens our local economy. Throughout Raja’s first year in office, he will work closely with local and state officials to help find a solution to Pennsylvania’s crumbling infrastructure. Raja is hopeful that the proposed privatization of state liquor stores will help fund some of the most needed infrastructure projects here in Allegheny County.

Implementation Approach

While Raja has already outlined many initiatives and policies in *The Raja Plan*, key stakeholders such as county officials, members of the public, and representatives of the nonprofit sector will participate in “brainstorming sessions” to identify appropriate actions, new initiatives, and new policies.

These ideas will be prioritized by “Impact” and “Achievability”. The definitions of “Impact” and “Achievability” will be finalized beforehand. Here is an example:

- Impact can be defined as “Revenue to County”, “Social Capital”, etc. while “Achievability” is defined as “having the team in place to implement the idea”, “being able to complete the idea in an appropriate time period”, etc. Based upon Impact & Achievability, metrics that define success, failure, and completion will be set along with completion dates and individuals responsible for implementation.

The success of any idea or action is largely dependent upon how well it is executed. The success of this approach depends on ensuring that these actions are executed on a monthly or quarterly basis. Any longer term plans are broken down into a series of actions which can be executed successively on a monthly basis.

On a monthly basis the key stakeholders will meet to review progress on actions from the prior month, select actions for the next month, and evaluate any changes to plans.

The brainstorming sessions discussed above will be done once a year and the actions will be carried out for the duration of the year. This approach will help insure that the agreed upon plans and actions are carried out quickly and efficiently.

Appendix 1 shows a full outline of the policy proposals outlined in the Raja Plan.

Appendix 1

Policy Area	Actions	Date
Taxes, Regulations and Fees	Promote Statewide Property Tax Assessment Reform	1st week
Port Authority	Change Port Authority Laws in Harrisburg	1st week
Jobs/Innovation/Airport	RFP for responsible drilling at Pittsburgh International Airport	1st week
Jobs/Education	Marcellus Shale Program at CCAC	1st Quarter
Innovation/Port Authority/Airport	Port Authority CNG Conversion	1st Quarter
Jobs	Increased Support for Start-Ups (Clients, Capital, and Talent)	1st Quarter
Modernizing Government	Benchmark County Government	1st Quarter
Jobs	Back Office Development	1st Quarter
Jobs/Innovation/Airport	Innovation Zone	1st Quarter
Taxes, Regulations and Fees	Eliminate Drink Tax	
Jobs/Taxes, Regulations and Fees	Competitive Business Tax (Corporate Net Income Tax Reform)	
Jobs/Taxes, Regulations and Fees	Promote Simple, Consistent and Expedient Countywide Policies	
Jobs/Taxes, Regulations and Fees	Marcellus Shale - Address Environmental, Safety, and Regulatory Concerns	
Jobs	Marketing to Businesses and People	
Jobs	Help Small to Mid-Sized Businesses Compete Globally	
Jobs	Work with Large Established Businesses	
Innovation	Promote Innovation in Local Government, From Residents, and Partners	
Innovation	Promote Innovation at the State Level	
Innovation	Promote Commercialization of University Research	
Innovation	Promote Innovation in Private Sector	
Port Authority	Research Public Private Partnerships for Transit Service	
Port Authority/Airport	Long Term Transit Planning	
Modernizing Government	Honest Budgeting	
Modernizing Government	Keeping Personnel Expenses Under Control	
Modernizing Government	Review Sunset Provisions	
Modernizing Government	Cross Training	
Modernizing Government	Technology Improvements	
Modernizing Government	"Neighbors Working with Neighbors"	
Modernizing Government	Combine Services as Appropriate	
Modernizing Government	Research Public Private Partnerships for Modernizing Government	
Modernizing Government	Quality of Life - Infrastructure	
Modernizing Government	Quality of Life - Clean Air	
Modernizing Government	Quality of Life - Clean Water	

Modernizing Government	Quality of Life - Parks and Trails	
Modernizing Government	Quality of Life - Brownfield Sites	
Airport Authority	OND Support	
Airport Authority	Lower Landing and Gate Fees	
Airport Authority	Continue to Modernize the Airport	
Airport Authority	PIT Cargo Hub	
Airport Authority	Low Cost Airline Hug (Other Options)	
Education	Extend University of Pittsburg Industry Board Concept	
Education	Support High School Students	
Education	Work with School Districts to Promote Shared Services	
Taxes, Regulations and Fees	Investigate Revenue Creators - Leasing County Park Land for Example	
Taxes, Regulations and Fees	Cut Down Government Expenses (Kane Hospital, Jail, etc.)	
Taxes, Regulations and Fees/Senior Citizens	Reduce Local Taxes	
Taxes, Regulations and Fees	Reform Corporate Net Income Tax	
Taxes, Regulations and Fees	Proactive Policy Changes (Regulations)	
Taxes, Regulations and Fees	Pension Reform	
Senior Citizens	Property Tax Freeze for Seniors	
Senior Citizens	Investigate Alternatives to Property Taxes	
Senior Citizens	Address Senior Citizen Transportation Concerns	
Senior Citizens	Jobs for Seniors	
Senior Citizens	Keeping Seniors Involved	
Senior Citizens	Senior Citizen Education Programs	
Senior Citizens	Support at Home Care	
Senior Citizens	Support Senior Centers	
Senior Citizens	Less Critical Care at Kane Hospitals	