The CEO as Urban Statesman

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National Water Ways Conference
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Atlanta Issues Solved by Urban Statesmen

- Change the Flag
- International Trade
- Water Wars
The book is about **PAIN**, **GAIN**, and **CALL TO ACTION** for our metro cities.
The PAIN ...

• Metro cities are the drivers of our nation's economy
• Within twenty years 80% of our nations’ population will reside in metro cities
• Metro cities are complex political, economic and social regions
• Governing across jurisdictions breaks down when issues requiring money or the perception of a “regional agenda” creates political conflict leading to stagnation
• Not the fault of city and county leaders
• Need to preserve local community autonomy but to realize that most big issues are REGIONAL
The GAIN ...

• Some metro cities have solved big problems by partnering with business leaders to create coalitions across social, political and economic borders
• This solution works best when a SINGLE ISSUE is at a TIPPING POINT, where no action creates dire consequences
• The collaboration of business, government and civic leaders has never been more important
• Today’s cities must face threats and opportunities with quicker response accelerated by social media and creative destruction caused by technology
• Cities with cross sector coalitions achieve knowledge based status and win the WAR for TALENT = JOBS
The CALL TO ACTION ...

• Identify TIPPING POINT issues that would cause catastrophe or huge opportunity missed
• Identify respected successful business leader to become Urban Statesman to assemble cross-sector coalition
• Find sponsoring organization with public credibility to help research issue and staff coalition
• Hold public hearings transparent to public
• Create community consensus and work with other urban leaders to make our cities thrive
Atlanta’s Grady Hospital
Years of financial cutbacks have left Grady Memorial Hospital with a below-average record on patient care issues, compared to other public hospitals nationwide. Here are some of the 13 safety indicators reflecting how well the hospital performed from 2003 to 2005. The patients affected figure shows how many per 1,000 experienced the problem.

<table>
<thead>
<tr>
<th>Patient Safety Indicator</th>
<th>Rating</th>
<th>Patients Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention of death in procedures where mortality rate is usually low</td>
<td>Worse than expected</td>
<td>4</td>
</tr>
<tr>
<td>Ability to diagnose and treat in time</td>
<td>Average</td>
<td>119</td>
</tr>
<tr>
<td>Absence of foreign body left in during procedure</td>
<td>Better than expected</td>
<td>0</td>
</tr>
<tr>
<td>Lack of infections acquired at hospital</td>
<td>Worse</td>
<td>3</td>
</tr>
<tr>
<td>Avoidance of respiratory failure after surgery</td>
<td>Average</td>
<td>16</td>
</tr>
<tr>
<td>Avoidance of severe infection after surgery</td>
<td>Worse</td>
<td>27</td>
</tr>
<tr>
<td>Lack of pressure sores or bed sores acquired in the hospital</td>
<td>Worse</td>
<td>45</td>
</tr>
</tbody>
</table>

Source: HealthGrades Inc.
In the News:

**The Atlanta Journal-Constitution**
Mar. 16, 2007
p.D 3

Business leaders to form task force to try to save Grady

**The New York Times**
Tuesday, January 8, 2008
Front Page

A Safety-Net Hospital Falls Into Financial Crisis

Atlanta’s Health Care System Operates On a Model No Longer Sustainable
Grady Coalition Opposes “White Takeover”
Saving Grady Hospital

- Fulton & DeKalb County owned 1,000 bed safety net hospital about to close
- State & counties unwilling to fund loses
- Three CEOs take initiative to create cross sector coalition with Chamber to find solutions
- Task force recommends privatizing hospital
- Some black activists perceive white business takeover
- Concerned Black Clergy want guarantee to serve poor & get agreement, “Atlanta Way” wins
- With new board & restructure $350 million raised
- Grady now among top Essential American Hospitals
Grady’s Urban Statesmen

Michael Russell

Pete Correll

Tom Bell
Post Olympic Leaders Want Transportation Improvements Faster

Utah Senate President Lane Beattie - Current Chamber President
Salt Lake City Transportation

• 2002 Olympic transportation improvements wetted appetite for more
• Metro business and civic leaders create 2015 Alliance
• Alliance public hearings & consultants verify plans to improve mobility & sales tax as best funding
• Alliance pushes for special legislative session & gets approval for referendum for penny sales tax
• Voters approve mix of transit and roads by 64%
• Nation’s biggest urban transportation construction program substantially complete
Wasatch Front Road Plans
Wasatch Front Transit Plans
Salt Lake Commuter Rail Construction

Downtown Salt Lake City
Millennials Leave Columbus, Georgia
Mill Town with No Future
Columbus, Georgia White Water

- City needs rebranding to be competitive
- Business collaborates with government, university, arts & military
- “Water Wars”, utilities, federal, state, environmental activists complicate solution
- Corps of Engineers helps coalition with studies
- Urban Statesman John Turner envisions Chattahoochee White Water
- Coalition works 12 years to complete
- College grads love new “cool” city
Blowing up old dams on the “Hooch”

Constructing the White Water course
John Turner: Columbus’ CEO as Urban Statesman celebrating White Water
Houston
Houston – Hurricane Ike
Business Leads Metro Coordination for Recovery
Astronaut and Urban “Stateswoman” – Dr. Mae Jemison
Houston

- Hurricane Ike devastates Houston - $50 Billion Damage
- Governor and business leaders ask Astronaut Dr. Mae Jemison to lead coalition
- Eighteen-citizen task force reviews flawed recovery impacting business
- Houston Partnership staffs effort
- Public hearings. Experts propose many solutions
- Coalition has difficulty after memory of crisis fades
- Dr. Jemison leads consensus recovery plan for future disasters
Oklahoma City’s Urban Statesman Ray Ackerman a.k.a. “Old Man River”
Oklahoma City

• Tipping Point: bombing and job loss
• Urban Statesman Ackerman and Mayor Noric create coalition, tour cities & hire consultants
• Vision of nine major projects proposed
• Crazy idea to create downtown canal district
• Only river in U.S. that was “mowed” three times/year
• Public referendum to fund all projects wins
• Over a decade to construct lake and divert river for new canal; federal, state, local co-operation
• Vibrant downtown for tourists and millennials
Digging for Bricktown Canal

New dam creates Oklahoma River
Cross Sector Coalition Creates “NEW” Oklahoma City
Urban Statesman Best Practices

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5. Be transparent with the public and the press
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