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Top row from left: USCM President Baltimore Mayor Stephanie Rawlings-Blake, Boston Mayor Martin J. Walsh, USCM CEO and Executive Director Tom Cochran.
Bottom row from left: Hopkinsville Mayor Carter Hendricks, Doral Mayor Luigi Boria, Reno Mayor Hillary Schieve, Durham Mayor Bill Bell.

Senate Appropriations Committee Approves \$3 Billion for CDBG, \$950 Million for HOME

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Mayors Gather in Florida to Tackle Water Access, Sustainability

By Rich Anderson

The Mayors Water Council convened in Hollywood, FL led by Co-Chairs Mayor Joy Cooper of Hallandale Beach and Mayor Jill Techel of Napa. The two-day meeting, April 14 to 15, 2016, covered several local public water issues. Water supply, resiliency planning and affordability were the stand out topics. (Affordability is addressed in a separate article on page 4 regarding Mayor Berger testifying).

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From left, Frisco Mayor Maher Maso, Racine Mayor John Dickert, Toledo Mayor Paula Hicks-Hudson, Lima Mayor Dave Berger, South Bend Mayor Pete Buttigieg, Napa Mayor Jill Techel, Akron Mayor Dan Horrigan, Burton Mayor Paula Zelenko, and Hallandale Beach Mayor Joy Cooper. Not pictured, Lake Barrington Mayor Kevin Richardson.



In 2016 water is emerging as a national issue.

The national water issue goes beyond the very successful efforts of our USCM Water Council. The complexity of this issue goes beyond our world renowned Climate Center. And it goes beyond our strong support for Flint Mayor Karen Weaver as she leads a city with poisoned water--city people poisoned by people who were payed to protect city people.

Overall, no doubt about it, our water is the cleanest water in the world. Still, water emerges as an infrastructure issue this year because the children of Flint have become the "face" of water. And California Governor Jerry Brown has taken cameras in California to illustrate the climate changes in California that bring us closer to home than the poor polar bears in other parts of the Earth.

There are two issues. One is the quality of water, lead-free and with no contaminants. And the other is the quantity, such as the shortage faced by our largest state, California.

In 2008, immediately following our Annual Meeting in Miami, Chief of Staff Ed Somers and I met with our new President Manny Diaz. It was mid-June, and he charged us to do 5 Action Forums. From August 5 to October 2, we went to five cities. Crime in Philadelphia, Infrastructure in New York City, Poverty in Los Angeles, Arts and Tourism in Palm Beach, and Environment in Miami.

Water was moved up to equal transportation at our Infrastructure Forum in New York. On our 75th Anniversary in 2007, we had brought forth our first-ever National City Water Survey. Our action report and our national comprehensive water survey sit on our shelf and are still there to be perused at usmayors.org.

On the verge of the upcoming Obama Presidency, there was great hope for change. There was great hope that America would finally deal with our long-overdue infrastructure needs. We made our case. We felt so good about it. But --- bam! --- we had the '08 Meltdown and all our plans were put asunder. We will never know how much President Obama and the mayors could have accomplished in confronting the infrastructure needs because of the '08 Economic Meltdown. We did our best with the stimulus program, ARRA, but it was not the comprehensive and thoughtful program that is needed now.

This year the presidential campaign has been devoid and bereft of any comprehensive plan to rebuild, repair, and maintain our infrastructure.

Certainly Secretary Clinton has been out there in rage about what happened in Flint and Senator Sanders has also exclaimed anger and disgust over the poisoning. On the Republican side, we have heard hints of infrastructure and rebuilding of the nation coming from Mr. Trump. He harangues and screams about our airports compared to China's airports, without offering his fix.

And the beat goes on as we wind down one Presidency and face another era, still with hope and with mayors wanting surely to work with the Federal Government, Congress, and the White House, to do what is needed to make sure we have clean water and less stressful ways for us to move from one place to another in our daily lives.

I am an eternal optimist, maybe cockeyed, but I still believe we must prepare The United States Conference of Mayors to be ready to intervene with our Presidential candidates to forge a new agenda for a new era before us that at least, provides clean and ample water, mobility for all, and safe streets and neighborhoods.

I look forward to working with mayors and staff as we prepare for our immediate future when we embark on a new future in 2017 with our new President and new Administration.



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The hard work and task is before us. The mayors of the nation have no choice. We will push a new agenda forward for our people and our cities.

Water Supply – The Pace of Progress

Cities in different regions have different water supply priorities. This is demonstrated by the advanced water conservation programs in place in California still suffering from half a decade of drought, low snowpack and high temperatures. Techel made a progress report on Napa conservation efforts. The city's state-mandated target is to reduce consumption by 20%; and it has reduced 23% of use, beating the target between June 2015 and February 2016. The two supply reservoirs were measured full after 4 years of drought. The city continues to reach out with education programs but may revisit the consumption restrictions later in the year. Right now, however, the city is counting acre feet and strategically planning for the future.

Switching to the east coast showered with generous precipitation the water issues involve flooding, sea rise, salt water intrusion, and growth in water consumption. Jeff Miller, General Manager of Tampa Bay Water's Desalination Facility, a Public Private Partnership (P3) between Tampa Bay Water and American Water Services. The plant can produce 25 million gallons a day (MGD) but is used as a supplemental supply at present. It will begin providing 12-16 MGD this summer according to Miller. The ability to turn the plant on and off provides Tampa Bay Water with both efficiency and flexibility in providing safe and adequate water. The location in Tampa Bay demonstrates the availability of raw water for current and future use.

Northern Texas is experiencing, simultaneously, drought mixed with intense precipitation and deadly flooding. The water pendulum phenomenon in the north-central Metroplex region complicates planning, but one sure solution is to increase reservoir capacity to catch flood waters and then treat and use the catch. This is important because the Metroplex region is estimated to be double in population in the next 50 years. Richard Peasley, Board Director for Frisco on the North Texas Municipal Water District (District; a 13 city member joint government organization) commented on efforts

to develop a new reservoir in the Lower Bois D'Arc Creek area to serve the growing population and commercial establishments. Peasley stated that the 1956 population of 32,000 in the area is projected to grow to 3.7 million in 2070. The new water supply is critical infrastructure. The District was granted a permit by the Army Corps of Engineers, but held up by the Regional EPA office. Peasley discussed the challenges they encountered over the project implementation. He said these types of large land area projects take up to 30 years to complete. In this case, the District acquired 15,000 acres for the reservoir footprint, and a 12,000 acre separate mitigation site. All of the permit reviews were completed, including mitigation modeling, and unexpectedly the EPA determined that additional mitigation modeling was necessary. Peasley remarked that the project delays will cost the consumers served some \$17 million a year.

Local Resiliency and Water/Sewer Utilities

Every American city is exposed to natural and manmade disaster episodes; and local government is responsible for, and expected to deal with them. Land use authority combined with modern science helps planners prepare and prevent, as well as recover from disasters. Black & Veatch consultants, Pamela Kenel and Jim Nightingale, laid out a rational approach to making structural decisions on resource allocation, based on improved understanding of threats and quantification of local priorities. A real-time exercise in guiding investment based on those priorities. Broward County's Dr. Jennifer Jurado, Director, Department of Environmental Planning and Community Resilience Division told meeting participants about the sheer size and complexity of resilience planning in the multi-county area that is surrounded by fresh and sea water.

Kenel and Nightingale of Black & Veatch reviewed how resilience is defined by professional societies. In the end, they suggest the proper "Focus is on ability to sustain function and a defined level of service." One way to set priorities for needed investment to make infrastructure resilient is to quantify or monetize the consequence of failure multiplied by the probability of failure. They constructed a 10 step model to

guide local government through the process of risk evaluation. The risk of flooding or earthquake, for example, can be compared with the cost of destruction and the cost of mitigation that reduces the cost of destruction. Results of the projected costs can be compared across all risk categories. In this way, local decision makers can compare which risks can be mitigated, and over what time frame. This method provides a comprehensive approach rather than rely on a one-at-a-time silo-based approach where every risk is addressed equally. Local resources simply cannot cover all risk mitigation investments.

Dr. Jennifer Jurado from the Broward County Department of the Environment gave a sobering review of the multi-county compact established to identify and assess the impacts of rising sea level, salt water intrusion and the growing extent of southern Florida flooding events. Jurado presented maps delineating the compact development in Broward County cities and the surrounding waters: ocean, rivers, high groundwater. When high precipitation events occur Jurado said "...the water has nowhere to go, so we have extended flooding that disrupts everything." Broward County has a land area of 1,300 square miles and 1.8 million people situated on the considerably smaller developable areas. The population is expected to exceed 2.5 million by 2025. Jurado said, "There are 1,800 miles of canals, porous geology, a shallow Biscayne aquifer and 39 wellfields pumping 224 MGD." She suggested that these are perfect conditions for flooding and water contamination disasters. She stated, "... state ocean outfall legislation is requiring the cities in the county to reuse water and reduce 60% of the outfall flows."

Broward County and its member cities have established a governance structure to deal with the problems. Policy to address the issues will be developed in a County-wide Integrated Water Resources Plan that takes advice from a Water Advisory Board, and a Water Resources Task Force that is considering new building codes and irrigation restrictions. The County is coordinating planning and identifying modeling needs; establishing a Reclaimed Water Master Plan; and a Grants Program to incentivize water conservation initiatives.

Berger to Senate: Residents are Paying the Price of Unfunded Water Mandates

By Judy Sheahan

At an April 7 hearing entitled, "The Federal Role in Keeping Water and Wastewater Infrastructure Affordable," Lima Mayor Dave Berger had a simple message for the Senate Environment and Public Works Committee, "Either give us money, or give us relief." Berger, who serves as Vice Chair for Water for the Conference's Environmental Committee, stressed that the federal government needed to either invest more money into infrastructure or allow a more practical and sensible approach of balancing public health and environmental concerns with the costs to individual citizens.



Senate Environment and Public Works Committee Chairman James Inhofe (OK), at left, talks with Lima Mayor David Berger who testified on the issue of water and wastewater affordability.

Berger explained that the costs for unfunded federal mandates are ultimately paid for by residents. These cumulative costs, in many communities, are reaching or have exceeded economic thresholds and are placing an economic burden on low, moderate, and fixed income households. According to Conference of Mayors research, many cities have large segments of their populations paying 4-10% of their income on water and wastewater bills.

"The Mayors of this nation would be happy to implement any rule or regulation you or EPA comes up with but you have to provide at least half of the money," Berger said, "and I'm talking real money, not authorization levels that never get funded...I'm talking about

grants, not loans that must be paid back."

Local governments are now spending 98-99% of all water and wastewater investment. Since the 1970s, local governments have invested over \$2 trillion in water and sewer infrastructure and services and \$117 billion in 2013 alone. Meanwhile, since the 1980s, the level of Federal investment has hovered around \$2 billion for the State Revolving Loan Fund program. This money is used to give grants to states who, in turn, make that money available in the form of loans to local governments.

Due to the lack of federal investment, many communities have had to raise water and sewer rates to levels that are unaffordable. For example:

- In Lima, more than 1/3 of the residents live under the poverty threshold. After Lima had an agreement with the State to spend \$60 million to fix combined sewer overflows, the federal EPA demanded that the fix would be \$150 million. Lima only has 38,000 residents and so the projected average annual sewer bill will be \$871.62. This means that 46% of Lima households will be spending more than 4% of their household income on just their sewer bills with nearly 14% of the residents spending nearly 9% of their income.
- In USCM's study of just 33 California cities, 24 cities reported that more than 10% of their households are now paying more than 4.5% of their income on water, sewer and flood control costs, with 10 of those cities' having more than 20% of their households spending 4.5%. These figures do not yet reflect the cost for Total Maximum Daily Loads (TMDL) controls which are now estimated to



Senator Ben Cardin (MD), at left, greets Lima Mayor David Berger before a Senate Environment and Public Works Committee.

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Flint Mayor Weaver Addresses Harvard's JFK Jr. Forum

By Paul Leroux

On April 8, Flint Mayor Dr. Karen Weaver, spoke to a packed house at Harvard's John F. Kennedy Jr. Forum about her city's ongoing struggle with contaminated water. In a wide-ranging interview with Christopher Robichaud, Lecturer in Ethics and Public Policy at the Harvard Kennedy School, Weaver talked about the progress her city has made in the last few months, and the continued need to focus on Flint.

"We are a strong people. We say that we're Flint-stone strong...but it's a city of people who have a range of emotions," Weaver said, addressing the human toll of water that was contaminated with lead and other toxins following a series of government decisions made under Michigan's Emergency Manager law.

Weaver said that the city has identified several homes that are in need of replaced service lines, but that promised funding from both

the State of Michigan and the Federal government has not come through to assist with implementation. "The trust has been broken, and that's a huge issue, but we're ready for something to happen," Weaver said.

Throughout her remarks, Weaver emphasized that she is looking for solutions, not scapegoating. When asked by Robichaud why she hasn't called for Governor Rick Snyder's resignation, Weaver said, "There's enough blame to go around...I can choose to use my energy fighting with him and trying to get him out of office, but there's enough people doing that. I'm trying to get finances, I'm trying to get services and support that the people of Flint elected me to get."

Following a standing ovation from the crowd, Weaver reiterated the need to keep national attention on Flint until the water crisis has been solved. "You all are helping us keep our story out there. For such a long time, it wasn't



Flint Mayor Karen Weaver speaks to a packed house at Harvard's John F. Kennedy Jr. Forum in Cambridge.

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White House Launches Fair Chance Business Pledge

By Laura DeKoven Waxman

At an April 11 White House event Attorney General Loretta Lynch and Senior Advisor to the President Valerie Jarrett launched the Fair Chance Business Pledge, recognizing 19 companies as founding pledge-takers. The pledge encourages members of the private sector to improve their communities by eliminating barriers for those with a criminal record and creating a pathway for a second chance. Companies who signed the pledge that day include Google, Starbucks, Uber, American Airlines, Coca-Cola, Facebook, Georgia Pacific, Koch Industries, PepsiCo, Under Armour/Plank Industries, Unilever and Xerox.

White House documents state that by signing the Fair Chance Business Pledge, participating companies are:

- Voicing strong support for economic opportunity for all, including the approxi-

mately 70 million Americans who have some form of a criminal record.

- Demonstrating an ongoing commitment to take action to reduce barriers to a fair shot at a second chance, including practices like "banning the box" by delaying criminal history questions until later in the hiring process; ensuring that information regarding an applicant's criminal record is considered in proper context; and engaging in hiring practices that do not unnecessarily place jobs out of reach for those with criminal records.
- Setting an example for their peers.

Companies can sign up to take the pledge at <https://www.whitehouse.gov/issues/criminal-justice/business-pledge>.

The Fair Chance Business Pledge is part of the President's strong focus on reforming the

criminal justice system. This includes a concerted effort to enact bipartisan criminal justice reform legislation currently pending in Congress. The Conference of Mayors has been deeply involved in that effort.

There are approximately 2.2 million Americans behind bars. The United States accounts for 5 percent of the world's population, and 25 percent of its inmates. Each year, more than 600,000 inmates are released from federal and state prisons, and another 11.4 million individuals cycle through local jails.

Around 70 million Americans have some sort of criminal record — almost one in three Americans of working age. Often that record disqualifies individuals from being a full participant in their communities — even if they've already paid their debt to society. As a result, millions of Americans have difficulty finding employment.

City of New Orleans' "FitNOLA" Program Awarded Childhood Obesity Prevention Grant

Mayor Mitch Landrieu and the New Orleans Health Department joined The United States Conference of Mayors and the American Beverage Foundation for a Healthy America (ABFHA) to announce a \$150,000 grant award to support the Health Department's FitNOLA initiative. Specifically, this funding will support the FitNOLA School Designation Program, which recognizes participating public schools in New Orleans for their health and wellness practices. Based on national in-school wellness models, FitNOLA awarded twelve local schools with either a platinum, gold, silver or bronze designation and will provide grant funding to help



From left, Kel Villarrubia, Coca Cola; Steve Lodge, American Beverage Association; New Orleans Mayor Mitch Landrieu; Charlotte Parent, Director of the New Orleans Health Department; Crystal Swann, USCM; and Norman Ferachi, Louisiana Beverage Association.



New Orleans Mayor Mitch Landrieu takes a selfie with a program participant at the local dedication ceremony.

expand the schools' nutritional and physical activity programming.

"I am honored that USCM and ABFHA selected our FitNOLA Schools program for this award," said Mayor Mitch Landrieu. "Obesity is a growing public health crisis in New Orleans—especially among children. We are working every day to create an environment that supports physical activity. This funding will help to further New Orleans' position as a national leader in fighting obesity. A healthier New Orleans will lead the nation in economic growth, education, entrepreneurship, job creation and more."

The \$150,000 grant award came as a result of the City's first place ranking in the USCM and ABFHA's 2016 Childhood Obesity Prevention Awards, which honors cities with outstanding programs that encourage healthy

weight through balanced diet choices and regular physical activity. The FitNOLA initiative was awarded the grant to advance the work of the FitNOLA Schools Sector, which aims to connect school administrations and the students they serve to community resources

that will improve or create the foundation necessary to cultivate healthy lifestyles. With additional funding from the Greater New Orleans Foundation's IMPACT grant, the FitNOLA initiative will connect with fifty more schools this year.

The FitNOLA School Designation Program was developed by the FitNOLA Schools Sector, a group of individuals and organizations with a vested interest in the prevention of childhood obesity within schools. Each FitNOLA School designee is making unique strides to improve the health of their entire school. Schools are scored on playtime, school vending and after school programming.

For more information in the USCM/ABFHA partnership to reduce childhood obesity in our cities go to usmayors.org/childhoodobesity.



New Orleans Mayor Landrieu gives edible flowers a try after receiving 1st place grant for the garden program.

Justice Department Resumes Asset Forfeiture Equitable Sharing Payments

By Laura DeKoven Waxman

Payments under the asset forfeiture equitable sharing program are resuming immediately, according to a March 28 Justice Department announcement. State, local and tribal law enforcement agencies will begin receiving equitable sharing payments in April, and the payments will continue after that as the Justice Department processes claims.

The Justice Department has indicated that agencies will receive the full amount of their share of any approved equitable sharing payments. It will first process payments that were ready for payment prior to the decision on December 21, 2015, to defer payments, but were suspended mid-process. Payments approved after that date will be paid on a "first in, first out" basis.

The Department abruptly suspended the program in December because of rescissions contained in the Bipartisan Budget Act of 2015 and the Consolidated Appropriations Act of 2016.

Major law enforcement organizations and the U.S. Conference of Mayors were among those who protested the suspension, which was immediate and came with no warning four days before Christmas.

In January 6 letters to the Attorney General and Congressional leaders, Conference of Mayors CEO and Executive Director Tom Cochran and NACo Executive Director Matthew Chase registered their organizations' strong concern with the immediate suspension of the equitable sharing payments under the Asset Forfeiture program, and urged the Justice Department to reconsider its decision. "This action will jeopardize the ability of many police and sheriff's departments across the nation to provide for the safety of the communities they serve, and it will put a further strain on already tight local government budgets," they commented.

Cochran and Chase said further that "it would have been prudent and appropriate for Con-

gressional leaders and the Justice Department to consult with local and state law enforcement and government officials to determine the least disruptive way to implement the provisions," and suggested that Congress and the Justice Department identify alternative ways to absorb the rescissions without having such a negative effect on local public safety.

The Justice Department has also indicated that it is confident the Assets Forfeiture Fund will remain solvent through the remainder of the fiscal year, which ends on September 30, 2016, and that the Equitable Sharing Program will be fully funded in FY 2017 if the Department's budget request to Congress is enacted.

The letter announcing resumption of the equitable sharing program is at <https://www.justice.gov/criminal-afmls/file/835606/download>; a fact sheet on the resumption is at <https://www.justice.gov/criminal-afmls/file/835611/download>.

New PERF Publication Provides Guidance on Police Use of Force

By Laura DeKoven Waxman

A March publication from the Police Executive Research Forum, Guiding Principles on Use of Force, aims to help police departments prevent "lawful-but-awful" outcomes. Based on a 1989 Supreme Court decision, this phrase refers to a shooting which may be legally justified (lawful), but to many who witness it or see it later on video, it does not appear to be proportional or necessary (awful).

Just because the police can legally use deadly force doesn't always mean they should, and this report outlines 30 principles designed to provide officers with guidance and options, and to reduce unnecessary uses of force in situations that do not involve suspects armed with firearms. At the same time, it aims to increase officer safety.

The 30 principles are organized into four areas:

- **Policy:** The 13 policy principles include embracing the sanctity of human life, adopting de-escalation as agency policy, establishing a duty to intervene with officers who may be using excessive force, prohibiting firing at moving vehicles, and documentation and reporting requirements for use-of-force incidents.
- **Training and Tactics:** The 11 principles relating to training and tactics in use of force include de-escalation strategies (especially communications); using distance, cover, and time when appropriate; ensuring a strong supervisory response; and training as teams when possible.
- **Equipment:** Four of the principles per-

tain to equipment, in particular less lethal options such as chemical spray and Electronic Control Weapons. The report also recommends that agencies make greater use of personal protection shields to increase officer safety during de-escalation efforts.

- **Information Exchange:** The last two guiding principles involve training for call-takers and dispatchers, who are critical to every police response, and educating family members of people with mental illness on what to report when they call 9-1-1.

The full report is available on PERF's Web site at <http://www.policeforum.org/assets/guidingprinciples1.pdf>.

Senate Appropriations Committee Approves \$3 Billion for CDBG, \$950 Million for HOME

By Eugene T. Lowe

On April 21, the Senate Appropriations Committee approved \$3 billion for the Community Development Block Grant (CDBG) formula program in FY2017. The HUD FY2017 appropriation is \$39.2 billion, \$891 million above last year's (FY2016) level, but \$446 million below the Administration's request.

The Administration had requested \$2.8 billion for CDBG, \$200 million less than the enacted level of FY2016. But as in previous years, the Senate Appropriations Committee funded the program at \$3 billion. Although, the \$3 billion falls short of Conference of

Mayors policy that calls for \$3.3 billion for CDBG, the Senate Committee recommended funding level for the program is appreciated by USCM and other advocates, including the CDBG Coalition, a group of twenty-one national organizations.

The appropriations committee also approved funding for the HOME Investment Partnerships program at \$950 million, the same as the FY2016 enacted level. HUD Homeless Assistance Grants would be funded at \$2.3 billion, \$50 million above last year's level, but \$364 million below the Administration's request. HOPWA is also level funded at

\$335 million. Section 202, Housing for the Elderly, would receive \$505 million, \$72 million above the FY2016 enacted level. The Administration requested \$505 million for Section 202. Section 811, Housing for Persons with Disabilities would receive \$154 million, \$3 million above the FY2016 enacted level. The Administration had also requested \$154 million for the housing disability program.

The Senate leadership has indicated that it will soon take up the Transportation-HUD spending bill on the floor.

Senate Appropriators Level Fund COPS Hiring Grants

By Laura DeKoven Waxman

With the Senate Appropriations Committee moving ahead of its House counterpart on several spending bills, including the Commerce-Justice-Science bill, funding for COPS hiring grants are beginning the FY 2017 appropriations process at this year's level. In past years the House has generally gone first and funding for the program has either been eliminated or drastically cut. The bill reported out of the Senate Appropriations Committee April 21 contains \$137 million for hiring grants to local police departments. Maintaining adequate funding for COPS hiring grants has long been a top priority for the U.S. Conference of Mayors.

In all, the bill provides \$29.2 billion, \$156 million more than in FY 2016, for the Department of Justice, and within this \$2.36 billion for state and local law enforcement and crime prevention grant programs. Following are some of the key provisions for cities:

- Law Enforcement Grant Programs – The bill provides \$348.1 million for Byrne Justice Assistance Grants after "carve-outs" are subtracted, just above this year's level and about \$40 million more than the

President proposed. It also includes \$75 million for Second Chance Act grants; \$100 million for the State Criminal Alien Assistance Program, \$22.5 million for bullet proof vests, and approximately \$170 million for initiatives to address Rape Kit and other DNA evidence backlogs. For COPS Office programs in addition to hiring grants, the bill provides \$10

million for Community Policing Development and \$10 million for Collaborative Reform. It also includes \$481.5 million, the highest funding level ever, for grants provided by the Office on Violence Against Women, and \$272 million for juvenile justice programs, nearly \$2 million

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COPS HIRING PROGRAM

The COPS Office is pleased to announce that the COPS Hiring Program (CHP) grant funding solicitation is now open and accepting applications.

The 2016 COPS Hiring Program is a competitive grant program that funds the hiring or rehiring of law enforcement officers. CHP provides 75 percent of the approved entry-level salaries and fringe benefits of each newly hired and/or rehired full-time officer, up to \$125,000 per officer position, over the three-year grant period.

Applications are due by June 23, 2016 at 7:59 PM EDT.

Go to <http://www.cops.usdoj.gov/Default.asp?Item=2367> for more information on the 2016 COPS Hiring Program or contact the COPS Office Communications Division at 202-514-9079.



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CDC, White House Sound Alarm on Zika, Call on Congress for \$1.9 Billion in Emergency Funding

By Crystal Swann

As summer approaches, federal public health officials are warning that mosquito eradication and other efforts may not be able to catch up with the spread of Zika in the continental United States, and the Obama administration has requested that Congress allocate \$1.9 billion to combat the mosquito-borne virus.

The Zika virus typically spreads to people through the bite of an infected *Aedes* species mosquito; men through sexual contact, and from mother to fetus can also spread it during pregnancy. The most common symptoms of Zika are fever, rash, joint pain, and conjunc-

tivitis. The illness is usually mild with symptoms lasting for several days to a week after being bitten, and people usually don't get sick enough to go to the hospital; because of this, a person might not realize that he or she has been infected. Zika has, nevertheless, been linked to a number birth defects throughout a longer period of pregnancy, including premature birth and blindness in addition to the smaller brain size caused by microcephaly, and has been associated with Guillain-Barre syndrome, in which the body attacks its own nerves, causing paralysis.

As of April 6, according to the U.S. Centers for Disease Control and Prevention (CDC), there have been 346 reported Zika cases in forty states and the District of Columbia. Florida and New York have by far reported the greatest number of infections (78 and 55, respectively). It's important to note that all these cases have been travel related; in other words, the infected individual was exposed to the virus after traveling to an area outside the United States where Zika-bearing mosquitoes are present and being bitten by one (or in a

see ZIKA on page 30

Ten Key Factors in Selecting a Purchasing Cooperative

by Kathryn Kretschmer-Weyland

U.S. Communities is a nonprofit government purchasing cooperative that reduces the cost of goods and services for participating public agencies by aggregating their purchasing power nationwide. It is the only cooperative purchasing program co-founded and sponsored by the U.S. Conference of Mayors, the National Association of Counties, the National League of Cities, and the Association of School Business Officials. The cooperative is non-exclusive, allowing cities to exercise due diligence in selecting the best individual contracts for their needs.

Since its inception in 1996, U.S. Communities has saved cities, towns, counties and other public entities hundreds of millions of dollars. U.S. Communities combines the purchasing power of over 55,000 public agencies. The U.S. Conference of Mayors has partnered with U.S. Communities because it is the gold standard for public procurement. The advisory board of cities, counties, and schools provides additional oversight.

Over time, the market has grown to include many other cooperatives. When it comes time for cities to consider a cooperative purchasing contract, prudence must be exercised when looking at the structure of the cooperative. U.S. Communities has provided counties with a list of questions

to ensure that the best cooperative purchasing processes, methods, and structure to provide the best value and protection for municipalities.

1. Was the soliciting entity an independent lead public agency that meets the standard definition of a political subdivision (city, county, school district, state, public higher education or special district)?
2. Was the development of the solicitation, evaluation of the responses and award determination all performed by public employees of a political subdivision that is separate from and independent of the cooperative organization?
3. Did a National Evaluation Team comprised of public procurement professionals from multiple political subdivisions participate in the creation, evaluation and award process?
4. Was the procurement process substantially similar to the process your agency is required to use?
5. Does the cooperative organization have independent and broad oversight of the program and its operations?
6. Does the cooperative organization conduct independent third-party supplier audits to ensure contract compliance?

7. Does the cooperative organization have adequate staff relative to the number of awarded suppliers?
8. Does the cooperative organization's staff conduct quarterly performance reviews with supplier executives and Lead Public Agency to evaluate performance and compliance?
9. Does the cooperative organization's agreement contain terms and conditions that require the supplier to provide their best government pricing to your agency?
10. Does the cooperative organization have field personnel focused on educating public agencies on the benefits of cooperative purchasing program and resolving problems or concerns?

Keeping these ten items in mind as your municipality makes decisions about cooperative purchasing will help to ensure your county saves the most money under a transparent, competitive contract.

To learn more about U.S. Communities and other purchasing best practices, please contact Jeffrey Bean, 202-446-8140 or visit www.us-communities.org.

White House, Surgeon General Make Opioid Abuse and Treatment a Top Budget and Policy Priority

By Crystal Swann

This year, President Obama is asking Congress to appropriate more than \$1 billion in the upcoming budget to fight drug abuse and overdoses, with a special focus on opioid drug abuse, which has reached record levels in the United States. The President elaborated on his proposed initiatives at the March 29th National Rx Drug Abuse and Heroin Summit in Atlanta. Obama's budget request to Congress aims to expand treatment for people who become addicted to opioids, both prescription and non-prescription. Most of that funding would pay to expand treatment to help people overcome opioid addiction. While treatment programs around the country currently have capacity to serve about one million people, medical experts say the number of addicts who need treatment is more than double that. Obama is also calling for more training of doctors in how to safely prescribe pain medication, more precise monitoring of patients' opioid, and greater access to the life-saving emergency medicine Naloxone, which can reverse the effects of an opioid overdose.

The abuse of opioids such as heroin, morphine, and prescription pain relievers has spiked dramatically in the United States over the past two decades. An estimated 2.1 million people in the United States suffer from substance use disorders related to prescription opioid pain relievers, and another 467,000 are addicted to heroin. Moreover, the number of opioid-related unintentional overdose deaths has soared in the United States, more than quadrupling since 1999. Of the 47,000 drug overdose deaths in the United States in 2014, approximately 28,000 – more than six out of ten – involved opioids. That accounts for, as the Centers for Disease Control and Prevention (CDC) pointed out in a press release announcing the data, “an alarming 14 percent increase in just one year.”

U.S. Surgeon General Vivek Murthy, MD, has also made this one of his top public health priorities; Murthy plans to send a personal letter to more than one million physicians, nurses, dentists, and others who prescribe opioids a letter urging them to step up efforts to combat the country's opioid epidemic.

“I believe that there could not be a more important time to mobilize the medical community again,” Murthy said during remarks at an April 9th meeting of the Association of Health Care Journalists in Cleveland.

Dr. Murthy's letter is meant to as a call to action to healthcare practitioners, aimed at improving opioid prescribing practices. Murthy also aims to dispel the cultural stigma associated with drug abuse – to “help the country to see addiction not as a moral failing, not as a bad choice, but as a chronic disease” that deserves as much medical attention and skill as heart disease, diabetes, or cancer.

As part of his campaign Murthy will travel across the United States, bring this information to clinicians and directly to the public, and also to highlight examples of best practices.

This fall, Murthy's office will also issue a report on substance use, addiction, and health – according to him, it will be the first report on this topic since the Office of the Surgeon General began issuing such reports more than fifty years ago.

As far as the President's budget request, it's possible that prescription opioid abuse might be one rare topic where the sense of the current Congress mirrors that of the Administration. “I've been doing this work for a long time, and it's hard to find a family these days that hasn't been impacted by this,” national drug czar Michael Botticelli said in a February interview with NPR. “And that has profoundly moved not only the President but people in Congress to do more work on it.”

In March, in fact, the Senate overwhelmingly passed (on a vote of 94-1) a bipartisan bill that echoes many of the elements in the president's budget request. The prospects for passage of the bill in the House aren't yet fully clear.

The CDC has issued a fact sheet, “Guideline for Prescribing Opioids for Chronic Pain, which is available online at www.cdc.gov/drugoverdose/pdf/guidelines_factsheet-a.pdf. And the

Administration's fact sheet, “Obama Administration Announces Additional Actions to Address the Prescription Opioid Abuse and Heroin Epidemic,” is available online at <https://www.whitehouse.gov/the-press-office/2016/03/29/fact-sheet-obama-administration-announces-additional-actions-address>.

COPS

from page 8

more than is available this year.

- **Strengthening Police-Community Relations** – The bill provides \$121 million across Justice Department programs, including \$70 million for the Community Trust Initiative, which includes funding for purchasing body cameras (\$22.5 million), the Justice Reinvestment Initiative (\$25 million), the Byrne Criminal Justice Innovation program (\$17.5 million) and a new program for FY 2017, the National Crime Statistics Exchange (\$5 million). This new program is intended help additional law enforcement agencies add their detailed crime statistics, like officer related shootings, into the National Incident-Based Reporting System (NIBRS).
- **Drug Control** – The bill provides \$132 million to help communities combat heroin and illegal distribution of opioids. In the area of enforcement, the COPS Office anti-heroin task force program receives \$10 million and the Drug Enforcement Administration (DEA) is provided the full request level of \$12.5 million for four new heroin enforcement squads. It also includes \$43 million for drug courts, \$14 million for residential drug treatment in correctional facilities, and \$14 million for prescription drug monitoring. In addition, the bill provides \$7 million for COPS Office Anti-Methamphetamine Task Forces grants, \$11 million for mentally ill offender courts, \$6 million for veterans treatment courts, and earmarks half of the Second Chance Act funding for drug treatment.

Senate FAA Renewal Preempts State and Local Authority over Drones

By Kevin McCarty

After several days of deliberations, the Senate recently voted 95-3 to approve its aviation renewal bill, providing for an 18-month renewal of the Federal Aviation Administration (FAA) and its programs.

Despite its brief renewal period, the legislation, "The Federal Aviation Administration Reauthorization Act of 2016" (H.R. 636), provides for numerous policy changes, including a host of new aviation security measures, new rules protecting passenger rights and several provisions pertaining to the use of unmanned aircraft systems (UAS) or drones.

A bipartisan amendment led by Senator Dianne Feinstein (CA) – to delete provisions in the bill preempting most state and local authorities over commercial drone use – was set aside, along with 25 other accepted amendments, during debate on the bill. Senator Rand Paul (KY) refused to give his consent to have the "manager's amendment" package of 26 amendments adopted because Senate leaders wouldn't accept or allow a vote on his amendment to incentivize

airlines to train and arm commercial airline pilots.

Feinstein with a bipartisan group of her colleagues – Senators Thom Tillis (NC), Richard Blumenthal (CT), David Purdue (GA), Mike Lee (UT) and Ed Markey (MA) – reached agreement with Senate leaders to include their bipartisan amendment in the manager's amendment, which was later set aside for procedural reasons. Striking the broad preemption language, as the amendment proposed, would simply restore current law, whereby FAA would continue to have authority to preempt local and state laws when acting to protect air safety.

In her comments after Senate passage, Feinstein said, "I look forward to working with Senators Thune and Nelson to strike the preemption language from the final bill. There is broad, bipartisan consensus that state and local governments should be able to protect their communities from reckless drone use. This is especially important for California, which includes some of the most densely populated areas in the country and a range of critical infrastructure. The federal gov-

ernment simply cannot set commonsense rules for every city, county, park or school in the country."

Bill "Unjustifiably Preempts" Local/State Authority

The Conference joined with the National League of Cities, National Governors Association, the National Conference of State Legislatures, and the National Association of State Aviation Officials in strongly opposing the bill's preemption language (Section 2152).

In an April 11 statement, the groups wrote, "Section 2152 of The FAA Reauthorization Act of 2016 broadly and unjustifiably preempts state and local authority. It also goes well beyond the basic assertion of the FAA's authority to regulate the safety of the national airspace system. Further, it infringes on traditional state and local powers to protect the basic rights of citizens and address gaps in federal regulations related to UAS."

see FAA RENEWAL on page 26

MAYORS BUSINESS COUNCIL Member Profile



Severn Trent – North America is a leading operator of water and wastewater assets. We provide contract management, full customer service, operations support and systems improvement for over 300 municipal, industrial and commercial water and wastewater clients throughout the U.S. Severn Trent – North America is a member of the Severn Trent Plc (London: SVT.L) group of companies, a FTSE 100 company.

Special Interests:

Contracting Out, Environment, Infrastructure, Utilities Issues, Waste Water Treatment

For more Business Council profiles visit the USCM Website at usmayors.org/buscouncil

Mayors Get Their #CapsOn for Opening Day



This year The United States Conference of Mayors added a new Play Ball event "Caps On", the official holiday to celebrate Opening Day for Major League Baseball on April 4th. Over 151 mayors have taken the Play Ball pledge to date. To demonstrate the national support for the sport for the game of baseball and the Play Ball initiative, Mayor's wore a baseball hat of their favorite or local team and posted them on social media networks.

Play Ball is a joint program from MLB and USA Baseball that focuses on the fun nature of baseball and encourages widespread participation in baseball-related activities.

Caps On was just the beginning of a great Play Ball Summer season. Mayors and cities are planning baseball events June, July and August across the country.

If you have not taken the pledge and would like to participate, to pledge, goto www.usmayors.org/playball and click on the Take the Pledge icon, and provide the requested information. There is a 2016 Tool Kit on the website with information including a sample proclamation, event suggestions, press release and logos.

When you take the Play Ball Summer pledge you agree to the following:

- To conduct and promote Play Ball Summer event between June and August 2016
- To proclaim a Play Ball Day, Week or Month between June and August 2016
- To Promote the Play Ball Initiative

We would like to thank New Era and MLB for providing mayors who signed up early with new hats for their Caps On photos. If you have any questions or need more information on Play Ball please contact Jocelyn Bogen at jbogen@usmayors.org or (202) 861-6727 or Tom McClimon at mcclimon@usmayors.org or (202) 861-6729.



Alameda Mayor Trish Herrera Spencer



Seattle Mayor Ed Murray



Apopka Mayor Joe Kilsheimer



Wilmington, DE Mayor Dennis P. Williams



Akron Mayor Dan Horrigan

Mayors Get Their #CapsOn for Opening Day



Albuquerque Mayor Richard Berry



Oklahoma City Mayor Mick Cornett



Austin Mayor Steve Adler



Little Rock Mayor Mark Stodola



Fargo Mayor Tim Mahoney



Beverly Hills Mayor John A. Mirisch

Mayors Get Their #CapsOn for Opening Day



Cerritos Mayor George Ray



Frisco Mayor Maher Maso



Hattiesburg Mayor Johnny Dupree



Fort Wayne Mayor Tom Henry



Arlington Mayor Jeff Williams

Mayors Get Their #CapsOn for Opening Day



Hialeah Mayor Carlos Hernandez



Clarksville Mayor Kim McMillan



Houston Mayor Sylvester Turner



Columbia Mayor Steve Benjamin



Louisville Mayor Greg Fisher



Elizabeth Mayor J. Christian Bollwage

Mayors Get Their #CapsOn for Opening Day



Hagerstown Mayor Dave Gysberts



Las Vegas Mayor Carolyn Goodman



Lima Mayor David Berger



Fredrick Mayor
Randy McClement



Hillsboro Mayor Jerry Willey

Mayors Get Their #CapsOn for Opening Day



Milwaukee Mayor Tom Barrett



Nashville Mayor Megan Barry



Piscataway Mayor Brian C. Wahler



Hanover Park Mayor Rodney Craig



Irving Mayor Beth Van Duyne



Newport News Mayor McKinley Price

Mayors Get Their #CapsOn for Opening Day



Providence Mayor Jorge Elorza



West Sacramento Mayor Chris Cabaldon



Niagara Falls
Mayor Paul Dyster



Dallas Mayor Mike Rawlings



Pembroke Pines Mayor Frank Ortis



North Wilkesboro Mayor Robert L. Johnson

Mayors Get Their #CapsOn for Opening Day



Orland Park Mayor
Dan McLaughlin



Beaverton Mayor
Denny Doyle



Bridgeport Mayor Joe Ganim



Alexandria Mayor Allison Silberberg



Pittsburgh Mayor Bill Peduto



West Covina Mayor James Toma

Mayors Get Their #CapsOn for Opening Day



Trenton Mayor Eric E. Jackson



Orlando Mayor Buddy Dyer



Westlake Mayor Dennis M Clough

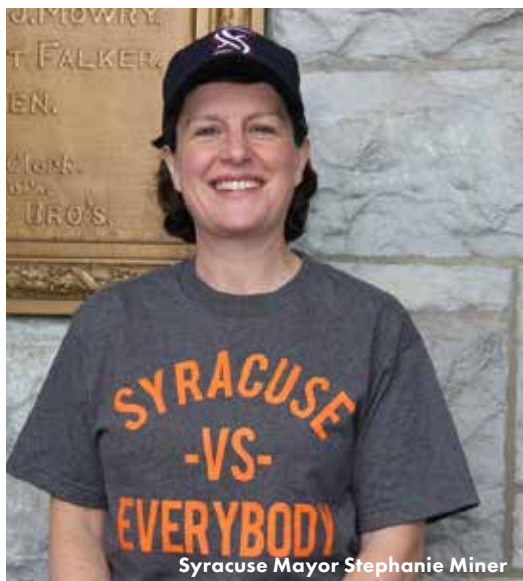


Burnsville Mayor Elizabeth B. Kautz



Tamarac Mayor Harry Dressler

Mayors Get Their #CapsOn for Opening Day



Syracuse Mayor Stephanie Miner



Schaumburg Mayor Al Larson



Tigard Mayor John L. Cook



Union Township Mayor Manuel Figueiredo



Tampa Mayor Bob Buckhorn

Mayors Get Their #CapsOn for Opening Day



San Antonio Mayor Ivy Taylor



Racine Mayor John Dickert



South Garland Mayor Douglas Athas



Woodland Mayor Tom Stallard



St. Paul Mayor Chris Coleman

Mayors Get Their #CapsOn for Opening Day



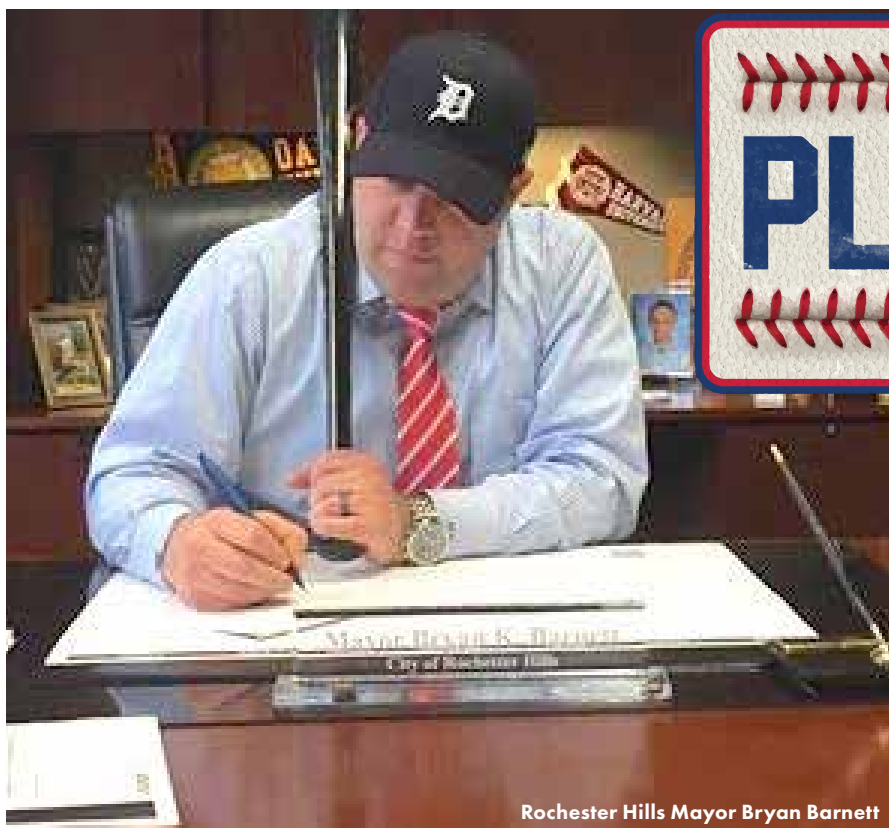
Hollandale Beach Mayor Joy Cooper



Wailuku Mayor Alan Arakawa



St Petersburg Mayor Rick Kriseman and MLB Commissioner Rob Manfred



Rochester Hills Mayor Bryan Barnett



We would like to thank all of the mayors who participated in Caps On and New Era and MLB for providing mayors who signed up early with new hats for their Caps On photos. If you have any questions or need more information on Play Ball please contact Jocelyn Bogen at jbogen@usmayors.org or (202) 861-6727 or Tom McClimon at mcclimon@usmayors.org or (202) 861-6729.

ATTENTION: BUSINESS COUNCIL MEMBERS

Don't Miss Out on This Valuable Opportunity
Deadline for Submissions is April 30, 2016

As you know, the Conference will once again publish the Mayors Business Council Best Practice Report: Mayors and Businesses Driving Economic Growth. This report is an exciting opportunity for Business Council members to showcase their expertise to our nation's mayors.

We are inviting each Business Council member to submit one of your best-of-the-best practices in city partnership or city-focused initiatives. This Best Practice Report will be distributed to over 1,400 cities and will display the willingness and readiness of America's businesses to work with mayors and cities to continue to rebuild our nation.

Process

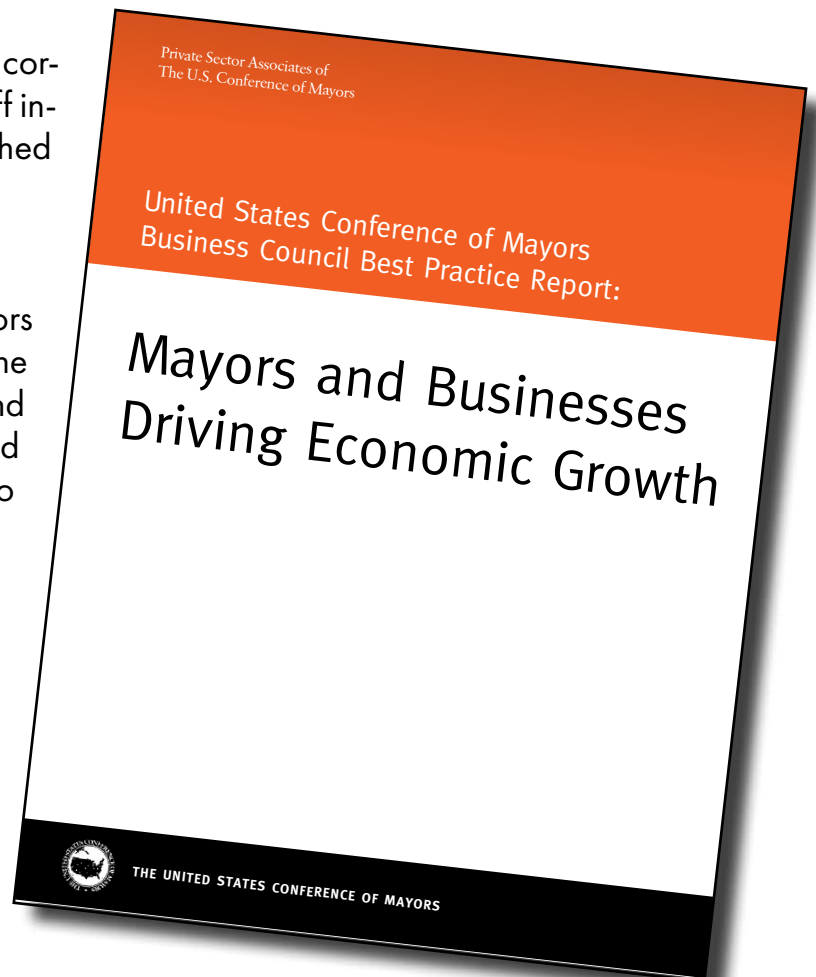
Go to the link below and fill out the Best Practice form which highlights key components of a best practice initiative. The survey questions are attached for your convenience. Where available, please submit a photo representing the work. <http://goo.gl/forms/wo8tHxRu9W>

Note: You may want to work with your corporate communications or publishing staff internally as the Best Practice will be published "as is" with minimal editing only.

Distribution

The report will be released at the Mayors and Business Leaders Breakfast during the 2016 Annual Meeting in Indianapolis and afterwards will be mailed to Mayors and Business Council members and will also be available online.

You can view last year's 2015 Best Practice Report at <http://www.usmayors.org/buscouncil/>.



Mayors Respond to North Carolina 'Anti-LGBT' Law

By Laura DeKoven Waxman

Reaction in cities across the nation was swift to North Carolina's law overturning Charlotte's ordinance that provided new legal protections for gay, lesbian, and transgender people. Approximately 20 cities and five states have banned government-sponsored travel to North Carolina. A group of 10 mayors announced the establishment of Mayors Against Discrimination.

Conference of Mayors' policy strongly opposes the North Carolina law. In 2014 the organization adopted policy that condemned right-to-discriminate laws. That policy resolution builds on the Conference's strong record in support of civil rights that dates back to 1963. It is on p. 27.

The private sector has weighed in as well. Executives at more than 80 major companies—including Apple, Facebook, Pfizer, Microsoft, and Marriott—sent a March 29 letter to North Carolina Governor Pat McCrory urging him to repeal the state's new law, and several companies have cancelled planned expansion or activities in the State. The National Football League, National Basketball League, and National College Athletic Association have all spoken out against the law. Bruce Springsteen and Pearl Jam have cancelled concerts to be held in the State.

Here's a chronology of what has happened:

February 22: The Charlotte City Council approved new legal protections for gay, lesbian and transgender people on a 7-4 vote. The ordinance expanded Charlotte's existing nondiscrimination

ordinance, first passed in 1968, which prohibited discrimination at places of public accommodation based on someone's race, religion and national origin. The 1968 ordinance was expanded in 1972 to add gender as a protected class.

March 23: The North Carolina General Assembly passed a law that overturns Charlotte's civil rights ordinance and specifically bars transgender people from using public restrooms that match their gender identity. It also prohibits cities from passing antidiscrimination ordinances that protect gay and transgender people. Governor McCrory signed the bill into law that day.

Also on March 23: Charlotte Mayor Jennifer Roberts issued a statement deploring the action of the legislature (excerpted here):

"I am appalled with the General Assembly's actions today.... This legislation is literally the most anti-LGBT legislation in the country. It sanctions discrimination against the LGBT community.

'This legislation also repeals local protections against discrimination based on race, color, national origin, and sex and replaces them with a statewide prohibition with no consequences for those who discriminate. Contrary to the NCGA's claim that they have broadened protections, they have actually opened the door to discrimination against anyone for any reason.

'This legislation overturns the ability of local governments to provide, as we have for many years,

protections for our transgender employees. It prohibits local governments from providing to their employees the same protections that private employers provide to their employees and puts us at risk of violating federal laws."

April 7: San Francisco Mayor Edwin M. Lee, Seattle Mayor Ed Murray, New York City Mayor Bill de Blasio, Philadelphia Mayor Jim Kenney, Portland Mayor Charlie Hales, Oakland Mayor Libby Schaaf, Honolulu Mayor Kirk Caldwell, Santa Fe Mayor Javier Gonzales, Washington, District of Columbia Mayor Muriel Bowser and Tampa Mayor Bob Buckhorn announced the formation Mayors Against Discrimination. The mayors indicated that while they are initially joining in barring official travel to states with discriminatory laws such as those enacted in North Carolina and Mississippi, they will work together to examine prohibitions on contracting and purchasing from companies in these states, develop model resolutions that can be adopted by city councils and other legislative bodies, and other measures that Mayors and cities can take individually and collectively.

Other cities that are reported to have banned official travel to North Carolina include Atlanta, Boston, Chicago, Cincinnati, Dayton, Madison, Providence, Royal Oak, Salt Lake City; West Palm Beach, and Wilton Manors. The five states reported to have banned travel are Connecticut, Minnesota, New York, Vermont, and Washington. Some of these cities have also banned travel to Mississippi

FAA RENEWAL

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Among other drone provisions, the FAA is directed within two years to authorize package deliveries by drones. Of the many provisions benefiting passengers, U.S. DOT is directed to standardize the rules for how airlines disclose fees so travellers will better understand the costs of air travel and can more readily compare costs among carriers. The bill also directs airlines to automatically refund baggage fees (if bags arrive more than six hours after a domestic flight lands and more than

12 hours for international flights).

Of the changes affecting security at airports and on board aircraft, the legislation directs the Transportation Security Administration to expand its TSA PreV® to include more travellers, and to beef up security practices inside and outside of security perimeters and for vetting airport employees.

In addressing capital needs at airports, H.R. 636 raises the authorization for the Airport Improvement Program (AIP) grants, from \$3.35 billion in FY'16 to \$3.75 billion in FY'17. The legislation as passed also tinkers

with existing rules on how airports can utilize Passenger Facility Charges but leaves the current law cap on PFCs unchanged.

Finally, the final Senate bill leaves the FAA in charge of the air traffic control (ATC) system and does not support the establishment of a private, not-for-profit corporation to manage the nation's air traffic control system, as provided in the House Transportation and Infrastructure Committee-passed bill.

The underlying FAA law is due to expire again on July 15, 2016.



THE UNITED STATES CONFERENCE OF MAYORS

1620 EYE STREET, NORTHWEST
WASHINGTON, D.C. 20006
TELEPHONE (202) 293-7330
FAX (202) 293-2352
TDD (202) 293-9445
URL: www.usmayors.org/uscm

Adopted 2014

CONDEMNING "RIGHT-TO-DISCRIMINATE" LAWS

1. **WHEREAS**, bills have been introduced in at least 10 states this year that would allow and/or protect from suit any person or company to deny services, goods, and/or facilities to gays and lesbians on the basis of "sincere beliefs," including a religious objection to gays and lesbians; and
2. **WHEREAS**, former United States Conference of Mayors President Scott Smith of Mesa, joined by mayors from throughout the nation, firmly repudiated such legislation as "institutionalized discrimination" which "carries the real potential for unintended legal consequences that could negatively impact our most basic rights, including the freedom of religion;" and
3. **WHEREAS**, The United States Conference of Mayors has a long record of leadership in advancing civil rights and equality for all, answering President Kennedy's call for national mayoral action in support of the civil rights movement at the Honolulu annual meeting in 1963 and adopting a sweeping policy statement in 2008 on full equality for gays and lesbians, including full protection against discrimination,
4. **NOW, THEREFORE, BE IT RESOLVED**, that The United States Conference of Mayors condemns legislation that authorizes discrimination in employment or refusal to provide goods, services, or facilities to gays, lesbians, or others on the basis of "sincere beliefs;" and
5. **BE IT FURTHER RESOLVED**, that is the policy of The United States Conference of Mayors not to hold its official meetings in any state that enacts such legislation.

If You Purchased Municipal Derivative Transactions from January 1, 1992, to August 18, 2011

You Could Get a Payment for a Class Action Settlement.

Proposed Settlements have been reached in a class action lawsuit that alleges price-fixing in the sale of municipal derivatives transactions by UBS AG, Société Générale S.A., Natixis Funding Corp., Piper Jaffray & Co., National Westminster Bank Plc, George K. Baum & Co. (the “Settling Defendants”) and other companies. The case, *In re Municipal Derivatives Antitrust Litigation*, MDL No. 1950, No. 08-02516, is pending in the United States District Court for the Southern District of New York. Defendants deny all allegations of wrongdoing and liability.

Who Is Included in the Settlements?

These Settlements include all state, local and municipal government entities, independent government agencies, quasi-government, and private entities that purchased municipal derivative transactions through negotiation, competitive bidding or auction:

- (1) From any Alleged Provider Defendant or Alleged Co-Conspirator or brokered by any Alleged Broker Defendant or Alleged Co-Conspirator,
- (2) Any time from January 1, 1992, through August 18, 2011, in the United States and its territories or for delivery in the United States and its territories.

These Alleged Provider and Broker Defendants and Alleged Co-Conspirators are listed in full on the Settlement website (at www.MunicipalDerivativesSettlement.com).

What Do the Settlements Provide?

The Defendants agreed to settlement amounts totaling over \$100 million. Certain Defendants will also provide reasonable cooperation, including discovery cooperation, to Class Plaintiffs’ Counsel to the extent necessary if any of the Settlements are not finally approved.

What Do I Do Now?

- **Remain in the Settlements.** To remain in the Settlement Class, you do not have to do anything now. To be considered for payment, your Claim must be submitted online (at www.MunicipalDerivativesSettlement.com), **OR** mail it by **July 28, 2016**. If you previously submitted a Claim Form, and you do not have any changes to make to it, you do not need to do anything – your previous Claim Form will be used for these settlements. If the Court approves the Settlements, you give up the right to sue the Settling Defendants for the claims and issues in this case. The Settlement Agreements, which are available at www.MunicipalDerivativesSettlement.com, describe in more detail the legal claims that you give up if you stay in the Class.

- **Exclude yourself from the Settlements.** If you do not want to remain in any of the Settlement Classes, you must exclude yourself. You must send a written request for exclusion by first-class mail, **postmarked no later than May 17, 2016**, to the Settlement Administrator. The detailed notice available on the Settlement website describes the information you are required to include in your request for exclusion. You can exclude yourself from some but not all Settlements. If you exclude yourself, you cannot participate in the Settlements from which you exclude yourself, but you retain your right to sue the Settling Defendants involved in the Settlements from which you exclude yourself on your own for the claims in this lawsuit.

- **Object or Comment on the Settlements.** If you remain in the Settlement Class and want to object to or comment on the Settlements or any part of them, you must file an objection with the Court and deliver a copy to the Settlement Administrator **no later than June 20, 2016**.

When Will the Court Decide Whether to Approve the Settlements?

The Court has scheduled a hearing on **July 8, 2016, at 2:00 p.m.** at the United States District Court for the Southern District of New York, United States Courthouse, 500 Pearl Street, New York, NY 10007, to consider whether to finally approve the Settlements as fair, reasonable and adequate, whether to approve the plan of allocation and Class Counsel’s request for fees and reimbursement of litigation expenses, and to consider any objections.

The Court has appointed the law firms of Hausfeld LLP; Boies, Schiller & Flexner LLP; and Susman Godfrey L.L.P. to serve as Class Counsel and represent all Class Members. If you want to be represented by your own lawyer, you may hire one at your own expense. You or your lawyer may ask to appear and speak at the hearing but are not required to. If you want to be heard by the Court, you must file a written notice of your intention to appear with the Court and deliver a copy to the Settlement Administrator and Defendants’ Counsel **no later than June 20, 2016**. The Court may change the time and date of the hearing. Any change will be posted on the Settlement website.

Get More Information

For more information on this lawsuit, your rights, or to obtain a list of Defendants, call or visit the Settlement website listed below or write to Municipal Derivatives Settlement, c/o Rust Consulting, Inc., P.O. Box 2500, Faribault, MN 55021-9500.

For more information: 1-877-310-0512 www.MunicipalDerivativesSettlement.com

REMINDER Please plan to participate in the 10th Anniversary Awards!

2016 Mayors' Climate Protection Awards

We invite you to apply for the 10th Annual Mayors' Climate Protection Awards to be announced in Indianapolis, IN during the Friday, June 24 Awards Luncheon at The United States Conference of Mayors 84th Annual Meeting, June 24-27, 2016.

We encourage all mayors to apply!

- Applicants should describe an outstanding and/or innovative program (in 500 words or less) that your city government has developed, either recently or over the last 10 years. The program must be one currently operating. (City may submit more than one application.)
- All applications are reviewed by a panel of judges.
- Application deadline is Friday, May 6, 2016.
- Applications can be filed online at: usmayors.org/climateprotection/2016mayorsclimateawards

**APPLICATION
DEADLINE:**

Friday, May 6, 2016

This year's top winners will receive funding for local charities working on sustainability, with \$25,000 for first place in the large city category (more than 100,000 people) with \$10,000 for each of three honorable mention awardees and \$15,000 for first place in the small city category (fewer than 100,000) with \$5,000 for each of three honorable mention awardees.



THE UNITED STATES CONFERENCE OF MAYORS

Walmart 

USCM, Other Local Groups Urge FCC Chairman to Renew Intergovernmental Advisory Committee

By Kevin McCarty

With a July 13 expiration date on the horizon, leaders of several local government organizations involved with communications issues wrote recently to Federal Communications Commission Chairman Tom Wheeler urging him to renew his agency's intergovernmental advisory panel.

Comprised of fifteen local, state and tribal government officials, the Intergovernmental Advisory Committee (IAC) provides the views and perspectives of non-federal governments to the FCC, the five-member, independent regulatory commission which is responsible for overseeing interstate and international communications by radio, television, wire, satellite and cable and is the primary federal authority for communications law, regulation and technological innovation.

In an April 12 letter to Wheeler, the Conference of Mayors with the National Association of Counties, National League of Cities,

and the National Association of Telecommunications Officers and Advisors wrote, "The undersigned associations [NACo, NATOA, NLC and USCM], representing local governments and their constituents nationwide, jointly urge you to reauthorize the Intergovernmental Advisory Committee (IAC) for an additional two-year term...The IAC plays an important role in advancing state, local, and tribal governments' positions on important telecommunications matters."

The IAC, formerly known as the Local and State Government Advisory Committee, was specifically created in 1997 to provide guidance to the agency on issues of importance to state, local and tribal governments, as well as to the Commission. The IAC is composed of 15 elected and appointed officials of municipal, county, state, and tribal governments, with the Conference of Mayors represented by Atlanta Mayor Kasim Reed and New York City Mayor Bill de Blasio.

Citing IAC's work on recent proceedings, including E-Rate and Lifeline program, directors of the four groups urged Chairman Wheeler to modify the current authorization for the advisory panel to allow representative of the various state, local and tribal government organizations represented by IAC members "to be present at IAC meetings as provided for under the Unfunded Mandates Reform Act of 1995 (P.L. 104-4)." Urging action on this change, they wrote, "Such a modest adjustment to the current IAC authorization would support our organizations in more effectively communicating FCC issues and priorities to all of our members."

"We urge you to move forward with the reauthorization process and our organizations stand ready to assist in making a reauthorized IAC a reality," wrote USCM CEO and Executive Director Tom Cochran, NACo Executive Director Matthew Chase, NLC Executive Director Clarence Anthony, and NATOA Executive Director Steve Traylor.

Conference Opposes Burdensome Reporting Requirements in Puerto Rico Aid Package

By Larry Jones

In an April 14 joint letter, The U.S. Conference of Mayors, National League of Cities, National Association of Counties, International City/County Management Association and the Government Finance Officers Association told congressional leaders in the House and Senate that state and local governments have a keen interest in legislative efforts to bring fiscal reform to Puerto Rico. The territory has been in a recession for the last 10 years, and currently has \$51.5 billion of outstanding tax-supported debt and \$44 billion of unfunded public pension liabilities.

Without assistance, Puerto Rico will most likely default on its debt obligations as early as next month. While the Administration and Congress are considering proposals to assist the territory, some in Congress are pushing for more burdensome reporting requirements that would apply to all state and local governments, and could jeopardize the tax-exempt status of their municipal bonds.

In the letter, the groups explained "We support efforts tailored specifically to Puerto

Rico that will establish an orderly process to immediately initiate steps to restore fiscal order to the island and maintain critical services to the citizens of Puerto Rico. Such a process is preferable to a less orderly plan that pits Puerto Rico against its creditors in lengthy negotiations while government services to the citizens of Puerto Rico deteriorate and a humanitarian crisis ensues. The latter of which could expose U.S. state and local governments to unyielding and inaccurate speculation about the likelihood of their defaulting on their debt obligations, and drive news media and federal policy makers to draw false comparisons between Puerto Rico, which is a U.S. territory, and mainland state and local governments."

The groups also made clear that they would oppose legislative efforts to include the Public Employee Pension Transparency Act (PEPTA) in any fiscal reform package to aid Puerto Rico because it would needlessly expand the scope beyond Puerto Rico and impose unnecessary regulatory burdens on U.S. state and local governments and threaten the federal tax-exempt status of municipal

bonds. Under PEPTA, state and local governments that sponsor defined benefit plans would be required to report plan liabilities to the Secretary of the Treasury annually in order to retain their federal tax-exempt bond status.

The bill would also require supplemental reports restating these liabilities, using a so-called "risk-free" assumed rate of return. The data would be entered into a federal database that would be accessible to the public. And, the bill makes clear that public pension obligations are the responsibility of state and local governments and the federal government will not provide a bailout.

In the letter, local groups reminded congressional leaders that: bankruptcy is very rare and is not an option for most local governments; municipal bonds have had significantly lower average cumulative default rates than global corporates overall and by like rating category; and there has been only one state that has defaulted on its debt in the past century, and in that case bondholders ultimately were paid in full.

ZIKA

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very few cases after having sex with a Zika-infected male).

According to the CDC no "locally acquired" cases (where a person gets bitten by an infected mosquito where they live, work, or play) have been yet reported in any U.S. state or the District of Columbia. In Puerto Rico, the U.S. Virgin Islands, and American Samoa, however, where a combined 351 Zika cases have been reported, most of those cases are locally acquired. Puerto Rico, with 325 of those locally acquired cases, has been especially hard hit, and for this reason the CDC recently announced \$3.9 million in emergency Zika funding to Puerto Rico, saying the number of cases there is doubling every week and could reach into the hundreds of thousands.

The CDC and other public health officials have in recent days expressed heightened concern about the spread of Zika, noting that the species of mosquito that spreads the virus is already present in part or all of 30 states. "Our biggest challenges are speed and scale," CDC Director Dr. Tom Frieden said to experts from across the nation attending an April 1st Zika Action Plan Summit in Atlanta. The day-long gathering convened ten weeks after the CDC first sounded the alarm on Zika virus by issuing its first travel advisory. 425 local, state and federal health officials and experts in maternal medicine and mosquito control spent the day at the agency's headquarters getting the latest information and sharing ideas. An additional 2,500 people watched via webcast.

The White House has shifted approximately \$500 million in appropriated Ebola funds to

fight Zika, but says that this is only a temporary solution, and has called for Congress to fulfill the administration's emergency request for \$1.9 billion in new funds. While congressional Republicans have not completely ruled out new Zika funding, they have largely called on the Obama administration to re-appropriate existing funds to fight Zika. Action on a stand-alone emergency spending bill seems unlikely, given the position of the GOP congressional leadership, though some have suggested that the requested funding could be attached to larger legislation later in the year.

More information about Zika, including information on symptoms, prevention, and educational resources, is available on the CDC website at www.cdc.gov/zika. Proceedings from the Zika Action Plan Summit are online at www.cdc.gov/zap.

Mayors Discuss Metro Growth on First Mission to Qatar

By Paul Leroux

On their inaugural trip to the wealthiest nation in the world, a delegation from The United States Conference of Mayors held a number of meetings on growing metro economies and infrastructure in the city of Doha, Qatar. Led by Conference of Mayors President Baltimore Mayor Stephanie Rawlings-Blake, the mayors were official guests of the State of Qatar Ministry of Foreign Affairs at the invitation of Ambassador Mohammed Jaham Al Kuwari. Rawlings-Blake was joined on the trip by Conference of Mayors International Affairs Chair Dayton Mayor Nan Whaley, West Sacramento Mayor Christopher L. Cabaldon, Santa Fe Mayor Javier Gonzales, Jackson Mayor



Qatar Airlines Group Chief Executive H.E. Akbar Al Baker, at left, leads a conversation with Conference of Mayors President Baltimore Mayor Stephanie Rawlings-Blake and CEO and Executive Director Tom Cochran on April 16.



The Conference of Mayors delegation participates in a meeting with leadership of the Qatar Investment Authority at the fund's headquarters in Doha on April 13.

Tony Yarber, and Conference of Mayor CEO and Executive Director Tom Cochran.

Infrastructure and Development

As Doha is a rapidly expanding city, many of the meetings focused on creating a 21st century city with modern businesses and infrastructure. The U.S. delegation had multiple meetings with H.E. Mohammed Abdullah Al-Rumaihi, Qatar's Minister of Municipality and Environment, where they discussed adding density to the urban area, developing vibrant waterfronts, and providing critical infrastructure such as water and solid waste.

Cognizant of the fact that Qatar's government is investing abroad as well as within its borders, Rawlings-Blake also led the mayors in a meeting with senior officials at the Qatar In-



Members of the Conference of Mayors leadership pose with members of the Central Municipal Council following a bilateral meeting at the Council's headquarters in Doha on April 13.

vestment Authority, including its Acting Head of Investments, Ahmed Al-Hammadi. In this meeting, the Investment Authority outlined its plans to invest \$35 billion in the United States over the next few years. Discussions focused on what U.S. cities can be doing to increase

their appeal to sovereign wealth funds like the QIA, and how the 2016 might effect foreign direct investment.

Qatar Airways Group Chief Executive H.E. Akbar Al Baker welcomed the delegation to his airline's headquarters in Doha for a conversation about linking U.S. cities to the Persian Gulf and other destinations. Akbar, who is locked in a years-long dispute with U.S. carriers, laid out Qatar Airways' case that they are not in violation of the Open Skies air transport agreements, and answered a number of questions from the mayors.

Knowledge-Based Economy

Throughout all of these meetings on growth and expansion, the Qataris emphasized that

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BERGER

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cost just the cities in LA County between \$100-\$140 billion.

Berger explained that when the Clean Water and Safe Drinking Water Act (CWA/SDWA) were first established, Congress and the country set lofty, aspirational goals. But, at that time, Congress also, according to Mayor Berger, “put skin in the game” by providing grants to local governments. He said that those shared investments fostered a reasonable attitude about how to accomplish those goals together.

“That is not the case now,” Berger said, “Congress retreated from the grants program primarily because of the high cost; but the implementation of the water policies by successive Administrations did not retreat with Congress. Quite the contrary, the Administrations transformed the aspirational goals into unfunded mandates involving hundreds of billions of dollars of costs imposed on local communities.”

Some Senators were sympathetic to Mayor Berger’s message and listed examples of huge costs that were being imposed on their own communities and wanted to know how best to address them. Others saw his message as either a call for a renewed commitment of federal resources towards infrastructure investment or a roll back on environmental policy. Mayor Berger said that was not the case.

“Mayors care passionately about clean water,” Berger said, “and our actions and investments speak loudly. But we need the federal and state government to once again be our partners, not our prosecutors. We either need real money or we need relief.”

Berger outlined some core principles that would help cities achieve clean water goals but to do it in a more affordable manner. They include:

- Codifying Integrated Planning;
- Defining Affordability;
- Developing Reasonable and Sustainable Goals;
- Allowing for Additional Time; and
- Establishing a review process to appeal decisions made at the regional level.

Chairman James Inhofe (OK) agreed with

Mayor Berger. “As federal mandates pile up the bills paid by individual homeowners get bigger and are becoming unaffordable for many Americans.”

“Federal mandates also force local communities to change their priorities. In the water and sewer world, this pushes basic repair and replacement to the bottom of the list. When we force communities to chase mandates that may have very small incremental health or environmental benefits, we risk losing both basic public health protections and the economic foundation of our communities,” Inhofe said. Inhofe stated that there is a federal interest in maintaining these health protections and economic benefits and listed ways the federal government could help including:

- Supporting the clean water and drinking water state revolving loan fund program;
- Finding new ways to increase investment in infrastructure;
- Encouraging even more private investment in water and wastewater infrastructure;
- Increasing support for small rural communities; and
- Making sure that federal mandates don’t force communities to spend 100s of millions of dollars for projects that may have little impact on water quality, while delaying other critical programs.

Senator Inhofe said that this hearing was laying the foundation for legislation on water and wastewater infrastructure which he hopes to move at the same time that they move the Water Resources Development Act legislation later this month.

FLINT

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out there. So I need to thank you for helping to keep our story out there and continuing to talk about this.” she said.

During her visit to Harvard, Weaver also met with Harvard University Institute of Politics Director Maggie Williams, with former Houston Mayor Annise Parker, and with Conference of Mayors CEO and Executive Director Tom Cochran. Her appearance came as part of the 12th Annual Black Policy Conference, and was organized by the Institute of Politics in collaboration with the Conference of Mayors.

Senate Bill Denies Promised Funding to Flint

In a related development, the U.S. Senate removed a critical provision to assist the City of Flint with its recovery from the Energy Bill, responding to a hold from Senator Mike Lee (R-UT). The Conference of Mayors responded aggressively to this change in a statement on April 14.

“The nation’s mayors are extremely disappointed that the provision to assist Flint in its recovery from the water crisis was withdrawn from the Energy Bill being considered in the U.S. Senate. This is a public health emergency that demands the country’s attention. The nation’s mayors have been consistently pushing Congress to provide funding to mitigate the impact of the disaster in Flint; and we will continue to push until the residents there get the help they deserve,” said Cochran.

USCM MAYORS SAY
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U.S. Senate Passes Broad Energy Legislation

By Debra DeHaney-Howard

After months of debate, the U.S. Senate on April 20 passed comprehensive energy legislation on an 85 to 12 vote. The legislation – which is the first energy reform package in nearly a decade – aims to modernize the nation's energy system while developing renewable energy sources and deploying new energy technologies.

Senate Energy and Natural Resources Committee Chairwoman Lisa Murkowski (AK) praised her colleagues for their work in passing the bill, noting that "approval of our broad, bipartisan bill is a significant victory that brings us closer to our goal of modernizing our nation's energy policies."

"This bill, which was urgently needed, will push us towards cleaner, more efficient, more cost-effective and renewable energy sources by modernizing our electricity grid and making investments in energy technology,"

said Committee Ranking Member Maria Cantwell (WA).

While the Senate adopted a number of non-controversial amendments to the bill, including more than 25 en-bloc, notably absent were amendments related to expanding offshore drilling and funding for the water issue in Flint, MI.

Energy-related issues addressed in the Energy Policy Modernization Act of 2016 (S. 2012) include energy efficiency and conservation, energy infrastructure, natural resources, and energy supplies and reliability. Specifically, the bill (among other things) seeks to improve the nation's electric grid, update the energy efficiency codes, streamline the federal approval process for liquefied natural gas (LNG), and reauthorizes the Land and Water Conservation Fund and the Brownfields Utilization Act, both programs

the Conference of Mayors strongly supports.

Senator Murkowski said that she wanted to move quickly to a conference with the U.S. House of Representatives with the hope of finishing before the August recess, but acknowledged the process will be challenging due to the limited election year calendar and significant differences between the Senate and House energy bills. The House passed its bill (H.R. 8 – North American Energy Security and Infrastructure Act of 2015) last December with very little support from House Democrats and a veto threat from President Obama.

House Energy and Commerce Committee Chair Fred Upton (Michigan) said that he hopes to craft a compromise bill with the Senate that can pass both chambers and that President Obama will sign.

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City of Everett Receives First Place Award Supporting Childhood Obesity Prevention

By Crystal Swann

Representatives of The United States Conference of Mayors and American Beverage Foundation for a Healthy America (ABFHA) presented the city of Everett with a childhood obesity prevention grant award to help fund the city's Healthy Me program. Everett Mayor Carlo DeMaria, Jr. was on hand to receive the award along with some other the youngest participants of the "Healthy Me" program.

"Our city is prioritizing improving the health of our residents, and particularly our youngest residents, because we realize that health is perhaps the largest determinant of quality of life," states Mayor DeMaria, Jr. "We see investing in our young people as the single best investment we can make in ensuring the sustained vitality of Everett."

Everett received \$100,000 as a result of



From left, Steve Lodge, Senior Advisor, American Beverage Association; Principal John Obremski, Keverian School Gym; Everett Mayor Carlo DeMaria, Jr.; Crystal Swann, USCM; Steve Bokanski, Massachusetts Beverage Association and Debra Amaral, YMCA Director.

winning first place in the Small City category. Over the last few years, Everett has promoted health and wellness through a number of communitywide initiatives, including the opening last year of a Community Health

and Wellness Center.

The Healthy Me program is a multi-pronged initiative targeting Everett children and teenagers aged 8-14. In partnership with Malden YMCA's Youth Enrichment Center, the city will expand existing programming that teaches good nutrition and physical activity. These activities will directly reach more than 500 students and will indirectly impact thousands of their peers, siblings and parents. Grant funding will support program-operating costs.

For more information in the USCM/ABFHA partnership to reduce childhood obesity in our cities go to usmayors.org/childhoodobesity.



Young participants in the "Healthy Me" program respond to questions about healthy eating and fitness.

QATAR

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their long-term vision is to switch from a hydrocarbon-based economy to a knowledge-based one by 2030. At the center of this vision is the Qatar Foundation, which has established an "Education City" on the outskirts of Doha that includes participation from Qatari, British, and American Universities. On April 17, the mayors visited the Qatar Foundation's education city campus for an overview presentation and tour.

Part of this transition to a knowledge-based

economy is an increased focus on culture and sports. To learn more about these activities, so the delegation also visited the Katara Cultural Village and the Headquarters of the Supreme Committee for Delivery and Legacy. The Supreme Committee is the coordinating body for the 2022 World Cup, which will be held in Doha.

Diplomatic Meetings

On their first day of meetings in Doha, April 14, the American mayors were welcomed by Qatar's Assistant Minister for Foreign Affairs H.E. Soltan Saad Al-Moraikhi. In

a broad ranging conversation, the group discussed areas of collaboration between the two nations, including foreign direct investment and combating extremism. In this meeting, the American delegation stressed the need for continued advancement on women's rights and LGBTQ equality.

The group also participated in an expanded bilateral meeting with the Central Municipal Council, which was led by Rawlings-Blake and Mohammed Humood Al-Shafi, the Council's Chairman and the highest ranking elected official in city government.

Denver Takes Collective Approach to Postsecondary and Workforce Readiness

Over the past few years, Denver has been fortunate to experience incredible growth in our local economy. Fueled by new businesses and industries – and an influx of new residents – Forbes Magazine named Denver as the best place for business and careers for 2015, and as of February 2016, the Denver Metro Area’s unemployment rate stood at just 3.1 percent.

The road hasn’t always been easy, but Denver today stands on the vanguard of progress because of the hard work we have undertaken to emerge from the recession. Yet we know that challenges remain. One of those challenges is continuing our economic growth while filling the growing demand for jobs at all levels. Like many cities, an influx of new residents has fueled the growth in our educated workforce, but we must do more to develop our own residents and workforce in order to continue our economic success.

A little more than a year ago, my Denver Education Compact, a network of multi-sector leaders, agreed that a collective impact approach should be one of our strategies for solving the homegrown workforce issue and continuing to fuel our local economy. Why the Collective Impact Framework? Denver is home to many public and private colleges and universities, a diverse school district with traditional and charter schools, hundreds of community based organizations, and a multitude of private sector partners. With so many players, the need for a more focused approach to postsecondary and workforce readiness was obvious. The collective impact structure allowed us to bring Denver’s many players to the table and create a dedicated partnership with a shared agenda, metrics, and data. Without this partnership, and these key components, our efforts to grow our own would be far less impactful.

City leaders and organizations began to build out our collective strategy and applied for funds to support the development of collective impact initiatives. Denver secured funds from both the Lumina Foundation’s College Attainment Network grant and

the Ford Foundation’s Corridors of College Success grant. Soon, Denver was off and running, but as we traveled down the path of collective impact, we realized that our efforts were still too scattered, so what did we do? We merged our initiatives and created one entity focused on strengthening the 9th Grade through Postsecondary continuum. The merger minimized overlap and duplicative efforts and maximized impact by combining resources.

A key resource and component in collective impact is shared data, and our partners at the United States Conference of Mayors and USA Funds have worked with us to make that a reality. We are in the process of developing a shared data dashboard that is focused on key citywide metrics and indicators from 9th Grade through Postsecondary completion. Many cities have seen complicated dashboards fail, so we in Denver are striving for something that is simple yet informative. We are fortunate to have partners like Denver Public Schools, our local colleges and universities, and the Colorado Department of Higher Education, who are working together to provide access to the necessary data. This collaboration around data is an early success for our collective impact approach.

However, it is far from our only success. Our action teams are hard at work and moving full steam ahead. One action team is finalizing a data sharing agreement between the school district and local colleges allowing students to be better supported through the transition from high school to postsecondary education. Another team has created a multi-campus approach to supporting our City’s DREAMERS with their transition as well, and that’s just the beginning.

Though our short term results are exciting, we are also focused on ensuring long term sustainability and success. One strategy is hiring a strong staff. Our collective is currently in the final stages of selecting a Director, but a collective impact initiative needs the right leader. A leader who can balance the im-



Denver Mayor Michael B. Hancock.

portance of protocol and the Collective Impact Framework with adaptability and a can do attitude. Our second strategy is increasing representation from the private sector on our leadership and action teams, which will help us align our efforts with short and long term workforce needs and keep our collective relevant well into the future.

What’s next for Denver’s collective impact initiative? With a well-rounded leadership team, a strong backbone, engaged action teams and a soon to be hired and dynamic leader, I’m confident our collective will be able to adapt to changing needs, overcome new barriers, support diverse communities and ensure that Denver builds a strong homegrown workforce that has access to multiple, purposeful pathways to careers and success.

For further information, contact Erin Brown, Executive Director for the Office of Children’s Affairs, Denver, Colorado. Erin.Brown@denvergov.org.