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Official 2013 World Cultural Economic Forum group photo of mayors, ambassadors, ministers of culture, business representatives, and cultural leaders.



**Washington, DC
May 10, 2013**

Congratulations to Charlotte Mayor Anthony Foxx and thank you President Obama for nominating a mayor, a great mayor, to be Secretary of Transportation. Mayor Foxx has been a very active member of The U.S. Conference of Mayors. He has led our Small Business and Franchising Task Force. And today we are in the middle of developing and encouraging mayors to be involved in advanced manufacturing. Conference President Philadelphia Mayor Michael Nutter announced the creation of our Conference of Mayors Task Force on Advanced Manufacturing and made a great appointment when he asked Mayor Foxx to chair our Task Force. Mayor Foxx came to Washington after his appointment and we met with Commerce Deputy Secretary Rebecca Blank and her entire team to learn more about the national perspective on advanced manufacturing. We also met with Labor Secretary Hilda Solis and her staff to understand the new jobs produced with America's new advanced manufacturing.

We look forward to working with Secretary-designate Mayor Foxx in the weeks ahead as he finishes his work with us to develop the advanced manufacturing report for the nation's mayors.

And just as important, mayors are appreciative of having a mayor nominated to be Secretary of Transportation. No doubt, the metro economies - large and small - are all challenged with the speed of moving goods and services to keep our economy growing. And the word transportation has been replaced by traffic in our political and personal conversations throughout America.

We look forward to working with Mayor Foxx as together we can work with both sides of the aisle - Democratic and Republican - to confront deferred maintenance in our nation's transportation infrastructure. And we look forward to working with Secretary Foxx to provide more balanced and modern transportation systems for our American metro areas.

At the White House when President Obama announced the Foxx appointment, it was so good to hear outgoing Secretary Ray LaHood cite the accomplishments we have made to provide more light rail and other investments for our cities. Mayors welcome Mayor Foxx. Mayors thank Secretary LaHood. He has been there for us and with us. Very popular with our mayors, he will be missed.

In Las Vegas, June 21 - 24 we look forward to having Secretary-designate Charlotte Mayor Foxx with us as we continue working together to strengthen our national transportation system. Again, congratulations Mayor Foxx. Thank you President Obama and thank you Secretary LaHood. May God bless you and your family as you leave public service. You have served the nation and our mayors and cities well.

Senate Passes Marketplace Fairness Act

We had a major win in Congress on Monday when the Senate passed the Marketplace Fairness Act by a whopping vote of 69 to 27. This large vote in the Senate gives us great encouragement as we move to House action.

Your help is needed in contacting your House Members to urge them to support the Marketplace Fairness Act (HR. 684) introduced by Representative Steve Womack. Representative Womack, the former Mayor of Rogers, Arkansas came to our Conference of Mayors Leadership Meeting in February where mayors expressed appreciation for his leadership as a Republican leading the way for House passage.



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COCHRAN

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I'm sure you are aware of the millions of dollars cities and states are losing because of the fact that legally-established sales taxes are not being collected. This is not a new tax. This is not taxing the Internet. This is about collecting sales taxes on all remote sales that are due city, county, and state governments.

It is rare for us to have bipartisan support for anything in this town. We applaud all Senate Members and encourage House Members, both Republican and Democratic, to stand strong on this issue. It's fair for state and local governments. And even more important it puts Main Street and small business owners throughout America on equal footing with remote sales. A sale is a sale. A sales tax is a sales tax. It's time for all businesses to operate under the same tax laws Main Street America upholds on every sale. The cheating has to stop.

We have momentum on this legislation. With your help we must get the House to follow the Senate. Call, e-mail or meet now with your House Member. Also, turn your small businesses on too. It's only fair. And in these economic times, as you face budget shortages, this legislation provides needed funds that are legally due your city. Thanks for your help.

Don't Mess With Our Bonds Coalition

We continue our efforts to stop the proposed action to cap our tax-exempt muni bonds.

For 100 years, cities, counties, and states have used this law to build America to what it is today. With 12 million people unemployed and a D+ rated infrastructure, now is not the time to abolish a law we have used since President Woodrow Wilson.

This week we met again with over 50 groups here in our offices as we focused on H.Res. 112: Celebrating the History of Municipal Bonds sponsored by Lee Terry (R-NE) and Richard Neal (D-MA), which expresses appreciation and celebration

for our accomplishments across America for 100 years of tax-exempt municipal bonds. Please contact your Representatives now and ask them to sign on to endorse this resolution. We need the entire House to show total support and to move tax-exempt bonds off the table.

The Senate Finance Committee and the House Ways and Means Committee are our first targets. We are establishing our leaders in each of these legislative committees. Stay tuned to our e-mails and notices on this issue.

I don't have to tell you anything about what muni bonds mean to our future schools, hospitals, and roads and bridges to name a few. It is unfortunate that we are forced to fight this proposed 28 percent cap on muni bonds, but we have no choice. We will need your help as we use all resources with a strong coalition that is working hard to protect this 100-year old, most important tax law that should not be changed due to the unemployment and infrastructure projects that are essential for our building and maintaining the nation's infrastructure.

Annual Meeting – U.S. Conference of Mayors – Mandalay Bay Hotel, Las Vegas, June 21-24

It's May! That means our great Annual Meeting is next month. Las Vegas for our 81st is where you need to be next month! Please register now. You can register online at: usmayors.org/registration or call Carol Edwards at 202-293-7330.



Mayors to Discuss Efforts Against Racism: Birmingham Meeting on September 12



At left, USCM CEO and Executive Director Tom Cochran with Birmingham Mayor William A. Bell, Sr. in Birmingham City Hall May 9 announce plans for Conference of Mayors meeting of Coalition of Cities Against Racism to be held in Birmingham September 12 as part of that city's five-day commemoration of the 50th anniversary of the bombing at the Sixteenth Street Baptist Church and of Birmingham's civil right movement.



President Obama Names Charlotte Mayor Foxx Transportation Chief

By Kevin McCarty

President Barack Obama publicly announced his selection of Charlotte Mayor Anthony R. Foxx to serve as the seventeenth Secretary of the U.S Department of Transportation at an April 29 White House event.

Flanked by Foxx and Transportation Secretary Ray LaHood, President Obama praised LaHood for his public service and explained why he selected Foxx to replace him. "So I know Anthony's experience will make him an outstanding Transportation Secretary. He's got the respect of his peers, mayors and governors all across the country. And as a consequence, I think that he's going to be extraordinarily effective. One of the things that Ray taught me in watching him do his job is that establishing personal relationships with mayors and governors and county executives makes all the difference in the world, because transportation is one of those things that – it's happening on the ground."

"The nation's mayors today commend President Obama for naming a mayor from a major metropolitan area to his cabinet. Foxx, like all mayors, is pragmatic and knows what it takes to get things done," stated Conference of Mayors President Philadelphia Mayor Michael A. Nutter in a statement on the Foxx nomination.

In his remarks at the White House announcement, Foxx promised to "keep the wheels of the national recovery turning." He also said, "We must work together across party lines to enhance the nation's infrastructure."

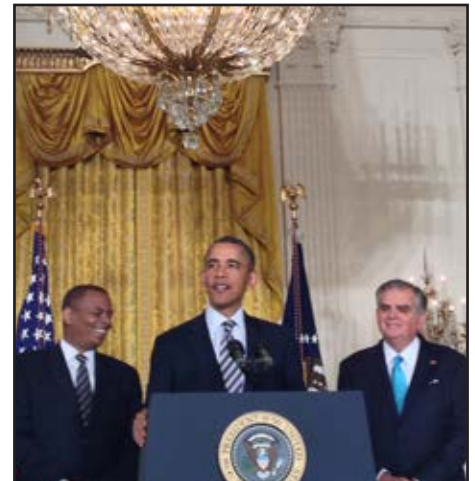
Foxx praised President Obama and LaHood for their leadership. "Over the last four years, cities have had no better partners than you, Mr. President, and you, Mr. Secretary."

Nutter Calls Foxx: Natural Leader

Nutter cited Foxx's work on behalf of mayors in his various leadership roles within the Conference of Mayors. "Elected to serve on the organization's Advisory Board, then appointed as past Co-Chair of the USCM Small Business and Franchising Task Force, and now as Chair of the USCM Advanced Manufacturing Task Force, as well as a member of the new Infrastructure Financing for Cities Task Force, Foxx is a natural leader who quickly made his mark on the organization."

In his remarks, President Obama also recognized Foxx for his leadership credentials. "When Anthony became mayor in 2009, Charlotte, like the rest of the country, was going through a bruising economic crisis. But the city has managed to turn things around. The economy is growing. There are more jobs, more opportunity. And if you ask Anthony how that happened, he'll tell you that one of the reasons is that Charlotte made one of the largest investments in transportation in the city's history." Further explaining, the President said, "Since Anthony took office, they've broken ground on a new streetcar project that's going to bring modern electric tram service to the downtown area. They've expanded the international airport. And they're extending the city's light rail system. All of that has not only helped create new jobs, it's helped Charlotte become more attractive to business."

The President also used the occasion to advocate for more infrastructure investment. "We need to modernize the infrastructure that powers our economy. We need more high-speed rail, and Internet, and high-tech schools, and self-healing power grids, and bridges, and tunnels, and ports that help us ship products all around the world stamped with three proud words: Made in America. That's



Left to right, Charlotte Mayor Anthony Foxx, President Barack Obama, and Transportation Secretary Ray LaHood.

how we're going to attract more businesses. That's how we're going to create more jobs. That's how we're going to stay competitive in this global economy."

Mayors Stand Ready to Work with Mayor Foxx

Promising the support of mayors for the new Secretary, Nutter pledged that "...the nation's mayors stand ready to work with Mayor Foxx for the good of all of our local economies to ensure a sustained national recovery, develop creative ideas to fund infrastructure improvements and fully support his efforts to put Americans to work with good jobs."

At the White House event, LaHood said, "Every mayor in America is thrilled today because one of theirs will become the Secretary of Transportation. What a message you [President Obama] send around the country. What you say to every city is that mayors count and cities count. Anthony Foxx, Mayor Anthony Foxx, will do a great job."



Senate Passes Marketplace Fairness Act 69-27, House Action Needed

By Larry Jones

In a strong show of bipartisan support, the Senate passed the Marketplace Fairness Act of 2013 (S. 743) on May 6 by a vote of 69 to 27. Forty-eight Democrats and 20 Republicans voted for the measure, while 22 Republicans and five Democrats voted against it. Once enacted, the legislation will empower state and local governments to require Internet retailers to collect their sale taxes just as brick and mortar stores do. Commenting on the passage, Conference of Mayors President Philadelphia Mayor Michael A. Nutter said, it "...is a win for local governments and for businesses everywhere. It is the first critical step towards final passage, and our hope now is that the House will also approve it, so President Obama can sign it into law. This legislation will finally level the playing field by requiring all merchants, whether they sell over the counter on Main Street or over the Internet, to collect the same taxes." He went on to say, "This is a victory for basic common sense and bipartisanship."

The bill addresses a loophole in the tax code created by a 1992 Supreme Court decision (*Quill v. North Dakota*, 504 U.S. 298), which prohibits state and local governments from requiring merchants to collect their taxes unless they have a physical presence in the state. Nationally, the University of Tennessee estimates that state and local governments lose \$23 billion annually due to uncollected taxes on purchases made over the Internet and through catalogue mail-orders and telemarketing.

The key sponsors of the legislation are Senators Richard Durbin (IL), Michael Enzi (WY) and Lamar Alexander (TN), who provided outstanding leadership during consideration of the measure that helped win broad bipartisan support and final passage. They effectively countered claims made by opponents of

the bill led by Senators Max Baucus (MT), Ron Wyden (OR) and Orrin Hatch (UT). Opponents argued that the bill: should have been considered by the Finance Committee before being considered by the full Senate; would increase taxes and adversely impact the creation of jobs; would force businesses in non-sales tax states (Oregon, Montana, New Hampshire, Alaska and Delaware) to collect taxes, and be subjected to audits from 9600 jurisdictions; and would force small businesses to comply with complicated tax rules and regulations.

local taxes, they would only be required to deal with the state level audits, not 9600 separate audits. Further, they clarified that almost all small businesses would be exempt from the bill because only those that have \$1 million or more in remote sales would be covered; and for those that are covered, states will be required to provide software free-of-charge that will show taxes owed based on a customer's zip code.

Similar legislation, H.R. 684, was introduced in the House last February by Representative Steve Womack (AR), former

"It is the first critical step towards final passage, and our hope now is that the House will also approve it, so President Obama can sign it into law."

- Conference of Mayors President Philadelphia Mayor Michael A. Nutter

The sponsors pointed out that Senate Finance Committee Chairman Max Baucus was asked on numerous occasions to schedule a markup of the Marketplace Fairness Act but chose not to, and that's why the bill had to be brought directly to the Senate floor for action. They explained that the bill will not create a new tax but will give states and local governments a way to collect taxes that are already owed. Although customers are required to pay sales taxes on purchases made from out-of-state merchants when they submit their state income taxes, most do not because they are unaware of this requirement.

Sponsors of the bill also explained that while the bill would require businesses in non-sales tax states to collect state and

mayor of Rogers (AR) who has worked very closely with the Senate sponsors, the Conference of Mayors and other stakeholders to keep the House and Senate versions virtually the same. The bill currently has 65 cosponsors and enjoys bipartisan support. Although the bill's cosponsors include conservatives, moderates, liberals and members from both parties, the House Republican leadership has not endorsed it, and House Judiciary Committee Chairman Bob Goodlatte (VA), who chairs the committee with jurisdiction over the bill, has raised several concerns about the bill's small business exemption provision, and the provision giving power to states to enforce its tax laws on businesses located in other states.



HUD to Restructure Multifamily Housing Programs

By Eugene T. Lowe

Beginning this fall and continuing for approximately the next two and a half years, the U.S. Department of Housing and Urban Development (HUD) will consolidate its Multifamily Housing Programs and the Office of Field Policy and Management (FPM) across the nation and close 16 offices. Some 900 of HUD's 9,000 employees will be affected. Employees will have the opportunity to continue to work for HUD in a new location or role.

HUD's Multifamily Office is responsible for mortgage insurance to HUD-approved lenders to facilitate the construction, substantial rehabilitation, purchasing and refinancing of multifamily housing projects as well as administering a number of

project-based rental assistance programs. HUD Deputy Secretary Maurice Jones said of the restructuring plan, "The current organizational model for HUD is not sustainable from a financial and a service delivery point of view." It is estimated that the plan will add up to \$40-45 million in annual savings when implementation is complete by 2016.

Fifty offices from around the country will be consolidated into ten offices that will report to five Multifamily Hubs. The Hubs will be located in New York, Atlanta, Chicago, Fort Worth and San Francisco, with satellite offices in Boston, Jacksonville, Detroit, Kansas City, and Denver. HUD says that the "more streamlined model will allow more consistent, efficient processing of loans and servicing of exist-

ing assets."

HUD's Office of Field Policy and Management will also make changes. Sixteen of 80 field offices will close this year with a savings of \$110 and \$150 million over a ten year period. These office closures will be completed early in fiscal year 2014. Offices will be closed in Camden, Syracuse, Orlando, Tampa, Springfield (IL), Cincinnati, Flint, Grand Rapids, Shreveport, Dallas, Lubbock, Tucson, Fresno, Sacramento, San Diego, and Spokane. HUD says that it will retain at least one office in each state. Some states will retain more than one office, including California, Texas, and New York with three offices each, and Florida and Ohio with two each.

Senate Energy Committee Approves Bipartisan Energy Efficiency Bill

By Debra DeHaney-Howard

The Senate Energy and Natural Resources Committee approved by voice vote a pending energy efficiency bill, the "Energy Savings and Industrial Competitiveness Act of 2013 (S. 761), clearing the bill for action by the full Senate before Memorial Day. The legislation, which includes important provisions to support energy efficiency programs and technologies, advanced with strong support from more than 200 groups, including the Conference of Mayors.

The bipartisan bill, co-sponsored by Senators Jeanne Shaheen (NH) and

Rob Portman (OH), includes important provisions seeking to increase the use of energy efficiency technologies in the residential, commercial and industrial sectors of the economy. If enacted, the bill would strengthen national model building codes for new homes and commercial buildings by working with independent code-setting organizations to set efficiency targets that build toward a goal of achieving net-zero energy buildings by 2030.

The bill would also expand the Energy Department's Loan Guarantee Program to include commercial, industrial and municipal building efficiency upgrades, require electric utilities to provide meter infor-

mation to customers on request, codify standards for outdoor lighting, residential heating ventilation and air conditioning, residential appliances, require all federal agencies to adopt computer power-saving methods and install advance metering technology.

Representatives Peter Welch (VT) and David McKinley (WV), who both serve on the House Energy and Commerce Committee, introduced similar legislation (H.R. 1616) that still awaits committee action.



Financial Capability of Municipal Government Deliberated

By Judy Sheahan

Representatives from The U.S. Conference of Mayors, National Association of Counties (NACo), and National League of Cities (NLC) met with senior officials for the Environmental Protection Agency (EPA) and the Department of Justice (DOJ) April 29 at the Conference of Mayors headquarters to discuss the issue of assessing the financial capability of communities as it relates to meeting clean water requirements.

The purpose of the meeting was to begin a dialogue between local governments and EPA and DOJ to clarify how the financial capability of a community will be considered when developing schedules for the completion of municipal projects needed to meet Clean Water

Local Government Groups, EPA, DOJ Discuss Affordability of Clean Water Act

Act (CWA) obligations. EPA released a memorandum to its regional offices in January on this affordability dialogue. In the memorandum, EPA identified six issue areas that would be discussed including:

- How to expand the use of benchmark indicators of household, community and utility affordability, such as increasing arrearages, late payments, disconnection notices, service terminations, and uncollectable accounts;
- How to meet the obligations of the CWA by utilizing flexibilities in the statute and implementing regulations to prioritize necessary investments;
- How rate structures present both limitations and opportunities;
- How innovative financing tools, including public-private partnerships, are related to affordability;
- How to facilitate consistent policy implementation at EPA regional offices; and
- How other community specific factors, including obligations under the Safe Drinking Water Act, should be considered in developing appropriate compliance schedules.

The April 29 meeting focused on the issue of benchmark indicators and consistent policy implementation at the EPA regional offices. Representatives for the Conference of Mayors included Environment Committee Chair Hallandale Beach (FL) Mayor Joy Cooper, Environment Committee Vice-Chair Chicopee Mayor Michael Bissonnette, Mayors Water Council Chair Indianapolis Mayor Greg Ballard, Lima (OH) Mayor Dave Berger, and Omaha Mayor Jim Suttle.

Representative from EPA included Acting Administrator Bob Perciasepe, Acting Assistant Administrator for Water Nancy Stoner, Assistant Administrator for the Office of Enforcement and Compliance Assurance Cynthia Giles, Director of Water Permits Division Deborah Nagle, and Director of the Water Enforcement Division Mark Pollins. Also in attendance were representatives from the Department of Justice including Deputy Assistant Attorney General Steven Silverman and Law and Policy Section Chief Karen Wardzinski.

During the dialogue, the mayors and other local government officials shared ideas regarding how other factors should be considered by EPA as they determine what a community can afford to do. Currently, an EPA guidance document uses two percent Median Household Income as a potential indicator of what a community can afford. The mayors pointed out the numerous flaws to using that as a guide due to the impacts it has on low and moderate income citizens. EPA officials indicated that they were open to other ideas. Future meetings will be scheduled to discuss further these and other issue areas.

For more information on these meetings, contact Conference of Mayors.

The mayors pointed out the numerous flaws to using that [the two percent Median Household Income] as a guide due to the impacts it has on low and moderate income citizens.



Boston Police Commissioner Davis Briefs Congress on Marathon Bombing

Boston Police Commissioner Edward F. Davis, III testified May 9 before the House Homeland Security Committee at the first Congressional hearing to be held on the bombings that occurred at the Boston Marathon. Speaking on behalf of Boston Mayor Thomas M. Menino, he provided a moving account of the events that occurred on April 15 and in the days afterwards and highlighted the assistance provided by federal and state authorities as well as the capacity that has come from federal homeland security and law enforcement funding. In addition, Davis called for continued federal investment in infrastructure that aids policing efforts, funding for hiring police officers and intelligence analysts, and secure radio bandwidth in a public safety spectrum dedicated exclusively to public safety use.

Following is the full text of Commissioner Davis's prepared statement:

Chairman McCaul, Ranking Member Thompson, distinguished members of the Committee, thank you for inviting me here today to discuss the tragedy that occurred in Boston on Patriots Day, April 15 when two cowardly brothers laid siege to one of Massachusetts' most venerated traditions, the Boston Marathon.

I am here as the Commissioner of the Boston Police Department, but I also speak on behalf of Mayor Thomas Menino, the Mayor's Emergency Management staff and law enforcement from across the state and across the nation, when I describe our cooperative response to these attacks and what they did to our community.

On April 15 at 2:50 pm, the elite runners had long passed the finish line. Boylston Street was busy with runners, spectators and those enjoying the restaurants on a beautiful Marathon Monday. A young family with three small children, happy and clapping, stood in front of

the Forum restaurant, pressed up against the barriers for a closer look at the runners. One of the children was eight year old Martin Richard. Close by was Boston University graduate student, Lu Lingzi. A restaurant manager, 29-year-old Krystle Campbell stood with her friends near the finish line. Suddenly without warning an explosion rocked the sidewalk of Boylston Street, near the finish line, killing Krystle Campbell. Before the smoke had even cleared, a second bomb exploded 12 seconds later, in front of the Forum Restaurant, a few blocks west of the finish line. Martin Richard and Lu Lingzi both perished.

First responders sprung into action and ran toward the bomb scenes to help. They did so with full knowledge that there could still be other unexploded devices in the immediate area. When I saw Boston Police Sgt. Christopher Connolly of the Explosive Ordnance Unit at the site preparing to slice open unattended backpacks that had been abandoned as spectators fled, searching for unexploded bombs, I paused to wish him luck and safety.

Other heroes, meanwhile, rushed injured and maimed people by wheelchairs to the nearby medical tent with lost limbs and massive bleeding. Runners and spectators with medical training also did what they could to comfort gravely injured and dying people.

Terrorists had killed three innocent people and injured nearly 300 others.



Boston Police Commissioner Davis at House Homeland Security Hearing

The death toll increased later in the week when MIT Police Officer Sean Collier was executed by the same two terrorists in nearby Cambridge when they ambushed him and unsuccessfully tried to get his weapon. Finally, Transit Officer Richard Donohue was gravely injured during a pursuit of these individuals who were throwing explosives and shooting at police officers. Thankfully, Officer Donohue will survive.

There was tremendous work by police and other first responders throughout the week culminating in the death and capture of the brothers in the nearby community of Watertown. There was unprecedented cooperation among federal, state and local law enforcement agencies at the leadership and ground levels.

The Boston Police Department for many years has enjoyed long-standing professional and personal relationships that helped facilitate effective collaboration during this case. For example, within

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moments of my receiving notification from my officers about the two explosions at the finish line, I contacted my colleague, Special Agent in Charge of the FBI Boston Office Richard DesLauriers and shared all of the information I had at the time. He immediately began to deploy resources to assist us.

Detectives and Detective Supervisors from the Boston Regional Intelligence Center represent the Boston Police Department on the FBI Joint Terrorism Task Force. Additionally, the Boston Police Department maintains a close and ongoing working relationship with both the FBI and DHS through the intelligence personnel both agencies have assigned to work within the Center.

I want to acknowledge the U.S. Attorney's office, the Attorney General's office, the FBI, ATF, ICE, the National Guard, and our Massachusetts partners including the Executive Office of Public Safety and Security, the state police, the Attorney General's office, Cambridge, Watertown, MIT, transit and other neighboring police departments, as well as everyone who worked around the table at our command posts, helping us find answers.

I also want to thank President Obama and his administration and especially the Department of Homeland Security for their immediate offer of assistance to our efforts during that crucial time.

The Boston Marathon route is a target that spans not just the 26.2 miles traveled by the runners, but grows to a 55-mile perimeter when you factor in the surrounding environs. It is clear after these events and other types of mass casualties such as those which have happened in our nation's schools and colleges that we need to continue to harden soft targets, especially events that lend themselves

toward large gatherings celebratory in nature. In the future we will review the need to deploy more assets including technology, cameras, undercover officers and specialized units. We will continue to enhance preparedness training for all of our officers to protect these large events.

This need, however, must be balanced against the protection of our Constitutional liberties. I do not endorse actions that move Boston and our nation into a police state mentality, with surveillance cameras attached to every light pole in the city. We do not, and cannot live in a protective enclosure because of the actions of extremists who seek to disrupt our way of life.

My police career has been built on the concept of community policing that encourages our officers to get out of cars, talk with people and solve problems in partnership with the community. This absolutely works. The community played a critical role in this fight against terrorism. In Watertown, despite heavy police presence for more than 12 hours, and a house by house search in a twenty block perimeter for one of the two suspects, it was the critical observation of a neighbor that something was amiss in his backyard that led to the capture of one of the bombers. In Boston, it was the cooperation of the owners of the Forum Restaurant whose video cameras led to the identification of the two terrorists. It was the cooperation of the people of Boston, Watertown, and several other neighboring communities who voluntarily assisted our police departments by staying indoors during this protracted manhunt that led to the safe resolution of the capture.

Communication with the public was essential throughout the entire week. Employing the Boston Police Department's Facebook and Twitter social media accounts allowed us to stay immediately connected with our residents, tourists and business community. We were able to both give and receive information that maintained our dialogue with our community partners.

The federal government provided invaluable assistance both in helping us

prepare for and respond to this tragic event. Preparedness training provided through UASI and other federal funding set a framework for multiple jurisdictions to work seamlessly with one another in a highly effective manner. Technology such as the vehicle that pulled the tarp off a boat in Watertown where the second suspect was hiding and we believed was armed with another improvised explosive device, or other support systems such as our command posts or armored vehicles all provided safety and allowed for the suspect to be captured alive.

Additionally, the word-wide exchange of information that has occurred in law enforcement has absolutely led to better preparation and training for our first responders. For example, I and other members of the Police Executive Research Forum met in London with Metropolitan Police Commissioner Sir Ian Blair following the 2005 terrorist bombings there. At that meeting, Sir Ian provided certain information about backpack bombs, information that eight years later would prove invaluable to our management and helped me make informed, strategic decisions.

Working with police officials from Northern Ireland, Israel, and Jordan has given me invaluable insight in dealing with what is now a global problem. Such meetings and exchange of information going forward should be a fundamental part of our preparedness in this country.

The actions of September 11, 2001, as well as the other discovered plots against our nation have helped all of us prepare better. We have all adapted our way of living, and have forced us to think the unthinkable. Because of that preparation, when a crisis does emerge, there are carefully scripted and measured responses to these emergencies. This evolving process has taught us to remain vigilant and to continue to strive for the highest level of safety possible.

Clearly, we can and must do more. I come before you today to ask for continued investments in infrastructure that would aid in our policing efforts.

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In the case of the Boston Marathon bombings, we had to rely almost exclusively on the support of our business partners to provide critical video surveillance along the finish line. The information helped us identify and catch these two terrorists. I strongly support the enhanced ability to monitor public places. This monitoring, which been upheld by the United States Supreme Court, violates no Constitutionally protected rights but gives police the ability to investigate and effectively prosecute. Images from cameras do not lie. They do not forget. They can be viewed by a jury as evidence of what occurred.

These efforts are not intended to chill or stifle free speech, but rather to protect the integrity and freedom of that speech and to protect the rights of victims and suspects alike.

I also encourage the federal government to continue the important funding for the hiring of police officers as well as intelligence analysts, who are needed for both the prevention of further crimes as well as to respond to incidents such as this one.

Additionally, law enforcement needs secure radio bandwidth in a public safety spectrum dedicated exclusively to public safety use. We cannot rely on commercial carriers for public safety emergency communications. In the minutes immediately following the attacks, cell phone communication was ineffective, and virtually nonexistent. For this reason, radio communications for first responders became the only means to deploy forces and manage the operations. These frequencies play a critical role during a major incident and allow us to do our jobs properly.

Patriots Day 2013, and indeed, the

ensuing days that saw the largest man-hunt in the history of New England unfold across several of our communities, changed us all forever. It is my fervent hope that we can maintain our freedom, and protect our fundamental values and at the same time, harden our resolve to discourage and thwart extremists like the two who tried and failed to change our way of life. These criminals, who cultivated their plans by accessing extremist literature and then executed them on unsuspecting men, women and children, are reprehensible deviants, nothing more.

In closing, on behalf of the Boston Police Department, I want to thank the massive showing of support from law enforcement agencies who answered our call for help during that week in April. I also want to thank the scores of unexpected heroes who emerged during that horrific event, literally saving the lives of innocent victims.

The actions of the Boston Marathon medical personnel who rushed and provided life-saving first aid to the victims, as well as those runners and spectators who assisted, and the scores of doctors and nurses at 26 of some of the best hospitals in the world saved dozens more lives. Thank you also to the scores of Boston Athletic Association volunteers who assisted the Boston Police, Fire, and EMS first responders on the scene.

We also must acknowledge the tidal wave of financial support that has helped raise more than \$30 million for the victims, money raised by grassroots events such as community bake sales, or from everyday citizens like the staff at the Lenox Hotel, which was commandeered as a tactical command post, and whose staff donated every penny of their tips during those initial days to the One Fund charity set up to help the victims.

I want to acknowledge the devastating effects those explosions took on nearly 300 innocent victims – the four you see before you, as well as victims such as Celeste and Sydney Corcoran from Lowell, Massachusetts, where I first became a police officer. I had the honor of visiting with them in their hospital room, and to say I was humbled by their

courage, tenacity and unyielding human spirit would be a gross understatement. I also met with Transit Officer Richard Donohue, shot in the leg during a shootout with the suspects in Watertown. He lost his whole volume of blood and nearly died from his wounds but was saved by fire department personnel and hospital medical personnel. Thankfully, he is on his way to recovery.

I want to thank the residents of the city of Boston, as well as our neighboring communities who found themselves under attack during those five days in April, and in many cases, provided us with crucial information to help bring this case to a resolution.

I want to thank Governor Deval Patrick and Boston Mayor Thomas Menino for their unrelenting support and the ongoing deployment of resources to assist both law enforcement and the victims of this attack.

But most importantly, I want to recognize names that must never, ever, under any circumstances, be forgotten.

MIT Police Officer Sean Collier was assassinated by the two terrorists while doing his job, helping to keep his college community safe. Sean wanted nothing more than to be a police officer, and his courage and legacy must never be forgotten.

Boston University graduate student Lu Lingzi was on Boylston Street with her college friends, cheering alongside the thousands of other supporters when one of the bombs killed her.

Krystle Campbell was described by friends as always having a smile on her face. Her smile lives on in all of the memories and photographs of her shared by family and friends.

And finally, remember the name of Martin Richard, the innocent 8-year-old boy who stood wide-eyed as marathon runners raced past him, standing atop the braces of a metal barrier as one of these killers purposely left a backpack of explosives just feet from him, a boy now forever immortalized by his school project poster, imploring "No more hurting

See BOSTON on page 11



By Larry Jones

Conference of Mayors, National Organizations Seek House Co-sponsors for Municipal Bond Resolution

During a May 7 meeting, Conference of Mayors CEO and Executive Director Tom Cochran called on representatives from a broad group of organizations to contact Members of Congress to make them understand how local governments, schools, hospitals, water and wastewater, transportation, public power and other sectors will be impacted by a proposal that would impose a 28 percent limit on tax deductions on interest earnings from municipal bonds.

As a start, he asked those in attendance to encourage their constituents to contact their Representatives and urge them to sign on as a cosponsor of H. Res 112. Cosponsored by Representatives Lee Terry (NE) and Richard E. Neal (MA), this bipartisan resolution will celebrate the history of municipal bonds, the 100-year precedent of the federal tax exemp-

tion for municipal bond interest, and the important contribution municipal bonds have made to economic growth in state and local communities.

Cochran also urged those in attendance to continue to identify important projects financed by tax-exempt municipal bonds in every House district so that when various groups meet with their Representatives, information on the projects can be shared with them. Also, because Senate Finance Committee Chairman Max Baucus (MT) and House Ways and Means Committee Chairman Dave Camp (MI) have been widely reported in the press to be collaborating on plans to introduce a comprehensive tax reform package (which could include a cap on tax deductions on interest earnings from municipal bonds), Cochran urged that

meetings be scheduled at once with these key tax leaders to begin educating them on the impact of the cap.

Meeting for a second time, representatives from more than 50 organizations met to continue developing plans to educate Members of Congress, the general public and press on the impact of the 28 percent cap. Both the Administration and the Senate have included language in their FY2014 budget proposals that include a 28 percent cap on deductions for municipal bond interest as a revenue-raising measure. There is general consensus among the participating organizations that a 28 percent cap would not only drive up state and local borrowing costs on critical infrastructure but adversely affect the creation of jobs in local communities across the nation.

BOSTON from page 10

people. Peace."

Thank you on behalf of the city of Boston, where next April we will proudly honor not just the tens of thousands of runners in the 118th Boston Marathon, but we will also remember the countless

supporters who come to cheer them on and who help make the Boston Marathon such an historic celebration of perseverance and the human spirit. Boston is considered by many to be the birthplace of our nation's liberty, and we won't let actions like these deter us. We continue to move forward, because in Boston, home of the Boston Marathon, we were born to run.

These two terrorists tried to break us. What they accomplished was exactly the opposite. They strengthened our resolve, causing us to band together as a city and a nation in times of crisis, to help one another during life changing moments, to allow heroes to emerge, and to prove to Bostonians and to the world, that our city is indeed, Boston Strong.

Capping Interest on Bonds Could Hurt Cities

By Westland Mayor William Wild

I am very concerned about the attempt by Congress and the administration to cut another critical tool available to municipalities. Several proposals are being discussed in the ongoing budget negotiations that would either eliminate or place a 28 percent cap on the interest earned from tax-exempt municipal bonds.

State and local governments are responsible for building and maintaining 75 percent of the nation's infrastructure, which is financed mostly by the tax-exempt municipal bonds. These bonds are one of the most important tools we, as officials, have available for financing critical infrastructure projects like primary and secondary schools, water and sewer systems, local roads, highways, hospitals, mass transit projects and public power facilities. The proposed changes being discussed in Washington (DC) will drive up our borrowing cost on financing critical infrastructure and will shift more of the burden from the federal to the state and local levels.

According to a study completed by The U.S. Conference of Mayors and the National Association of Counties, state and local governments financed more than \$1.65 trillion of infrastructure investments over the last ten years and issued more than 6,600 tax-exempt bonds to finance more than \$179 billion worth of infrastructure projects. If the 28 percent cap had been in effect on tax-exempt interest over the last decade, it would have cost state and local governments \$173 billion in interest expense. It also showed that if the tax exemption had been fully eliminated, it would have cost state and local governments an additional \$495 billion.

Additionally, if the 28 percent cap is approved, it would be applied prospectively to existing bond holdings with investors also being taxed on investments that they had expected would be tax free. This creates a much greater risk

for them and will cause them to demand higher yields on their investments, which will eventually turn into higher taxes for our local taxpayers. These proposals amount to nothing more than a colossal cost shift from the federal government to the state and local levels. Right now, the average savings to state and local government agencies is upward of 2 percentage points on our borrowing rates. These savings allow state and local governments to invest more in critical infrastructure and essential services, while holding down the cost to taxpayers. This is a significant savings when you consider there is currently about \$3.7 trillion in outstanding tax-exempt municipal bonds.

This move will also hurt middle class taxpayers, as state and local governments will be forced to increase property and sales taxes on local taxpayers to offset higher borrowing rates on infrastructure investments. The 2010 Internal Revenue Service data shows that 57 percent of municipal bond interest is paid



Westland Mayor William Wild

to individuals 65 years and older who largely live on fixed incomes and 52 percent of municipal bond interest is paid to individuals who earn less than \$250,000 annually.

I strongly urge my all of colleagues in public offices in Wayne County and the state to contact Washington and strongly urge them to preserve the current tax-exempt status of municipal bonds.

Congressional Urban Caucus Briefing



USCM CEO and Executive Director Tom Cochran, right, briefed key staff for the Congressional Urban Caucus on mayoral priorities including the Marketplace Fairness Act, protecting municipal bonds, CDBG, immigration reform, and unfunded mandates at a May 6 forum on Capitol Hill, joined by Uwe Steven Brandes with the Urban Land Institute.

Bridgeport Mayor Finch Uses Gro1000 Grant to Help Develop New Asian-Themed Garden, Refurbish Athletic Field in “Little Asia” Community

Bridgeport is breaking ground on a new community garden and refurbished athletic field in its vibrant and still-developing “Little Asia” community, thanks in part to a \$25,000 grant they received as part of The ScottsMiracle-Gro Company and The U.S. Conference of Mayors nationwide GRO1000 gardens and green spaces program. Gro1000 is a national partnership between the Conference of Mayors and the ScottsMiracle-Gro Company, which recognizes mayors for the installation of innovative, public green spaces designed to improve our nation’s cities. Scotts’ goal is to support the installation of 1,000 such spaces in the U.S., Canada and Europe by 2018.

The athletic field improvements will create enhanced fitness and recreational activities for local residents and families, while the Asian-themed community garden will give them greater access to fresh produce. The garden will also serve as a learning laboratory for students at nearby Curiale Elementary School to learn about healthy food choices.

The athletic field and community garden project supports Bridgeport Mayor Bill Finch’s “BGreen 2020 Sustainability Plan,” which he feels is vital to the public health and wellness of Bridgeport residents. Finch believes that the “Little Asia” project will be a catalyst for improving underserved areas throughout the surrounding West End neighborhood. “Enhancing our green spaces and expanding our parks system is one of the highest priorities of our ‘BGreen 2020’ initiative,” said Finch. “The expansion of the Asian-themed garden and the renovations to the athletic field, thanks to the contributions of ScottsMiracle-Gro and The U.S. Conference of Mayors, will

help create a safe, healthy place for children of the Little Asia neighborhood and Curiale School to get out, be active, enjoy the outdoors and live a healthy lifestyle.”

Finch formally accepted the grant on behalf of the city during an April 30 dedication ceremony at the site of the community garden and athletic field. Of course, as with all Gro1000-supported projects, the day’s activities included not only a dedication ceremony but a strong volunteerism and public service component as well. Following the ceremony a number of city officials, ScottsMiracle-Gro associates and other Gro1000 national and local partners joined more than 100 students from Curiale Elementary School to prepare new edible beds in the community garden and to make additional improvements to the multi-purpose athletic field.

“We’re honored to support the city of Bridgeport’s long-term wellness and beau-



Bridgeport Mayor Bill Finch helps children water the newly planted tree in the Little Asia Edible Garden.



At left, ScottsMiracle-Gro U.S. North Region President Mike Carbonara and USCM Assistant Executive Director Crystal Swann present the 2013 GRO1000 Gardens and Green Spaces Program Award check to Bridgeport Mayor Bill Finch, center.

tification plans,” said ScottsMiracle-Gro U.S. North Region President Mike Carbonara. “The new community garden and athletic field will help enhance the West End neighborhood and provide area residents with a place to enjoy the outdoors.”

In addition to the Conference of Mayors and ScottsMiracle-Gro, Gro1000 Bridgeport was made possible through the combined efforts of a number of additional local and national partners, including Bridgeport, Plant A Row for the Hungry, the National Gardening Association, the Garden Writers Association and Franklin Park Conservatory and Botanical Gardens.

The Bridgeport GRO1000 event was one of five public installation events being held in the U.S. in 2013 – each in a city that received a \$25,000 Gro1000 grant for 2013. Previous events were held in the cities of Fort Worth, Tuscaloosa, and Sacramento. A fifth Gro1000 installation event will be held in Cincinnati on May 23.

For more information about the GRO1000 Gardens and Green Spaces Program, contact Crystal Swann on the Conference of Mayors staff by telephone at 202-861-6707 or send e-mail to cswann@usmayors.org.

Sacramento Mayor Johnson Employs Gro1000 Grant for Expansion of Nation's First High School-Based Edible Schoolyard Project

Sacramento Mayor Kevin Johnson dedicated the Edible Sac High garden expansion project at Sacramento Charter High School on April 30, supported by a \$25,000 grant through the nationwide GRO1000 gardens and green spaces program. GRO1000, a partnership between the Conference of Mayors and The ScottsMiracle-Gro Company launched in 2011, aims to improve U.S. cities by increasing access to public gardens and green spaces.

Edible Sac High is part of the nationally recognized Edible Schoolyard Project, which aims to empower students to make healthy food choices for life. The integrated curriculum encompasses three components: 1) a school garden, 2) a kitchen classroom and 3) a student-run cafeteria. With one in three children in the United States being overweight or obese, the Edible Schoolyard Project aims to reverse the childhood obesity trend by changing children's behaviors toward food.

The Edible Sac High project will take place at Sacramento Charter High School – the very same high school that Johnson himself attended. Moreover, with the commencement of Edible Sac High, Sacramento Charter High School became the first high school in the nation to launch an Edible Schoolyard Project – usually the program is implemented in elementary or middle school settings.

"The GRO1000 program will allow us to expand the garden at Sacramento High School into a full-fledged outdoor classroom," Johnson said. "I am grateful to The Scotts Miracle-Gro Company and The U.S. Conference of Mayors for their investment in Edible Sac High and for volunteering on-site April 30th to transform our garden

area alongside our Sac High students."

The GRO1000 grant will be used to expand the small existing garden at the high school with additional edible garden beds – ultimately transforming Edible Sac High into a hands-on growing laboratory where students can learn about nutrition and healthy food choices.

Johnson wants the gardens at Edible Sac High to be a model for Sacramento's 13 other high schools. Furthermore, Edible Sac High project supports two of Johnson's key priorities – providing a great education to every student, and encouraging community volunteerism – as well as his vision to transform Sacramento into the greenest region in the country, and a hub for clean technology. "We are honored to bring GRO1000 to Sacramento in support of the city's environmental stewardship and community green initiatives," said ScottsMiracle-Gro Chairman and CEO Jim Hagedorn. "Through the strength of public and private partnerships, this innovative program will continue to grow and reflect the vibrancy of the Sacramento community."

During the dedication ceremony, ScottsMiracle-Gro also awarded one student, Marissa Marrison (Class of 2015), with its Give Back to Gro Youth Gardener



Sacramento Mayor Kevin Johnson greets audience at edible garden dedication.

Award. The dedication ceremony also featured a thought-provoking spoken word performance by student Mylene Johnson. Following the dedication ceremony, more than 300 students from Sacramento Charter High School joined local volunteers, including ScottsMiracle-Gro associates, city officials and GRO1000 national and local partners, to prepare new edible garden beds in the existing green space maintained by Sac High garden club students.

Sacramento is one of five U.S. cities to receive GRO1000 grants in 2013. The grants to the winning cities include a combination of cash and in-kind product from ScottsMiracle-Gro. USCM and ScottsMiracle-Gro, in addition to a host of national partners and volunteers, participate in dedication ceremonies and community service activities in each of the winning cities. Similar events have already been held in Fort Worth and Tuscaloosa (which were covered in the April 29 issue of *U.S. MAYOR*); ceremonies will be held in Bridgeport and Cincinnati during the month of May.

For more information about the GRO1000 Gardens and Green Spaces Program, contact Crystal Swann on the Conference of Mayors staff by telephone at 202-861-6707 or send e-mail to cswann@usmayors.org.



At left, Sacramento Mayor Kevin Johnson and ScottsMiracle-Gro Chairman and CEO Jim Hagedorn at the garden dedication.

Piscataway Mayor Wahler Promotes Conference of Mayors Initiatives During New Jersey Conference of Mayors

By Katie Pirolt

More than 300 mayors, along with city officials and business leaders from across New Jersey, gathered in Atlantic City April 24-26 for the New Jersey Conference of Mayors (NJCM) 50th Annual Spring Conference.

As chair of The U.S. Conference of Mayors Membership Committee, Piscataway Mayor Brian Wahler spoke at the April 25 plenary session luncheon, highlighting a number of Conference of Mayors' initiatives, including the campaign to protect tax-exempt municipal bonds.

"Tax-exempt bonds have been in place for 100 years. It has proven to be a low cost, efficient way for state and local

governments to finance schools, hospitals, roads, water and sewage systems, transit systems, and other critical infrastructure," Wahler said.

As a Conference of Mayors priority, Wahler explained that changing the tax-exempt status of interest on municipal bonds "...would significantly drive up state and local borrowing costs for infrastructure projects."

He also talked about the new Conference of Mayors Retirement Program with Great-West Financial and the May 15 benefits best practice forum that will be held at the East Orange City Hall.

At the conference, mayors attended a variety of sessions including a panel discussion on federal issues lead by Wahler,



Piscataway Mayor Brian Wahler addresses the New Jersey Conference of Mayors at the April 25 luncheon.

U.S. Institute of Peace



At left, U.S. Institute of Peace President Jim Marshall and USCM CEO and Executive Director Tom Cochran met at USIP headquarters May 9 to discuss how USCM can help support initiatives abroad, to help city and local leaders in war-torn or struggling democracies. USIP is an independent, nonpartisan conflict management center created by Congress to prevent and mitigate international conflict without resorting to violence.

Conference of Mayors Assistant Executive Director on Energy Policy Debra DeHaney-Howard, and Conference of Mayors Assistant Executive Director on Transportation and Communications Policy Kevin McCarty. This panel featured an in-depth examination of the tax-exempt status of municipal bonds and the Marketplace Fairness Act, which was recently approved by the U.S. Senate.

During the conference, NJCM members elected Irvington Mayor Wayne Smith as President and the following mayors as Vice Presidents: Bass River Township Mayor Deborah Buzby-Cope, Millstone Borough Mayor Raymond Heck, Mount Arlington Mayor Arthur R. Ondish, and Berlin Township Phyllis J. Magazu.

Conference of Mayors, New Orleans Mayor Landrieu Host 5th Annual World Cultural Economic Forum

By Jocelyn Bogen

The U.S. Conference of Mayors and New Orleans Mayor Mitch Landrieu hosted the fifth annual World Cultural Economic Forum (WCEF) in New Orleans May 1-3. The WCEF convened mayors, ambassadors, ministers of culture, business representatives, and cultural leaders from around the world to focus on the powerful impact of culture to drive local economies and spur innovation. Participants will also discuss their experiences implementing safety and security measures during major sporting events, festivals and other large venues.

Landrieu first launched the WCEF in 2008 when he served as Louisiana Lieutenant Governor, realizing the importance of arts and culture as an important economic development tool. The Conference of Mayors has undertaken organizing the event starting this year.

According to Americans for the Arts, the arts industry in America is not only resilient in times of economic uncertainty, but also a key component to our nation's economic recovery. Nationally, in 2010,



Left to right, USCM Second Vice President Sacramento Mayor Kevin Johnson moderated a panel on hosting large international sporting events with New Orleans Mayor Mitch Landrieu and New Orleans Federal Bureau of Investigations Special Agent in Charge Michael Anderson.

arts and culture generated \$135.2 billion of economic activity and supports 4.13 million full-time jobs. The industry also generates \$22.3 billion in revenue to local, state, and federal governments every year.

Conference of Mayors CEO and Executive Director Tom Cochran moderated a panel discussion about the Bay Lights Project and how San Francisco Mayor Ed Lee has used public art and technology on the Bay Bridge to boost tourism to the area while positively impacting the city's sustainability goals. In January, the Conference of Mayors and Philips Lighting announced the Mayors Lighting Partnership to assist mayors in deploying new lighting technologies in their cities. Philips is using the most advanced and innovative technology to light some of the world's most iconic structures that serve

as a beacon, welcoming visitors from around the world.

The afternoon's plenary session featured Andy Snell who shared how Liverpool is experiencing a cultural and economic renaissance, followed by National Endowment for the Arts Design Director Jason Shupbach who discussed Creative Place Making. The session concluded with Birmingham Mayor William A. Bell, Sr., who shared how his city has used tragic events from the civil rights movement and made them heritage destinations attracting visitors from all over the globe.

Conference of Mayors Second Vice President Sacramento Mayor Kevin Johnson moderated a panel on hosting large international sporting events with Landrieu who spoke about his city's

See WCEF on page 17



WCEF

from page 16



At left, USCM President Philadelphia Mayor Michael A. Nutter with Birmingham Mayor William A. Bell, Sr. discuss Birmingham's upcoming celebration of 50 years since the Sixteenth Street Baptist Church bombing and other civil rights movement events that occurred in Birmingham.



Canadian Ambassador to the United States Gary Doer delivered the luncheon keynote.



Left to right, Bay Lights Project Panelists: Sponsor Philips Lighting Senior Director-Iconic Installations Phil O'Donnell, San Francisco Arts Commission President JD Beltran, and The Bay Lights Executive Director/Illuminate the Arts Executive Director Amy Critchett.

experiences in hosting large sporting and entertainment events like the most recent Super Bowls, Final Four Basketball tournaments, and Jazz Fest. Participant's also heard from New Orleans Federal Bureau of Investigations Special Agent in Charge Michael Anderson, who offered some insight on the perspective of law enforcement for planning and executing large events.



The Russian Federation to the U.S. Ambassador Sergey Kislyak discussed the cultural assets of St. Petersburg and Moscow, and how his government has invested in the arts to attract visitors from all over the world.

WCEF attendees enjoyed a special concert for WCEF participants featuring some of New Orleans most renowned and Grammy nominated artists. New Orleans Cultural Economy Advisor Scott Hutcheson delivered a special presentation on the New Orleans Jazz and Heritage Festival which some of the WCEF participants attended.

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Executive Directors of U.S., Brazil Conference of Mayors Discuss Partnership, Future Signing of MOU

Transportation, Waste Management, Civic Innovation at Forefront of New Collaborative Partnership

U.S. Conference of Mayors CEO and Executive Director Tom Cochran and the Secretary General of the FNP in Brazil (Frente Nacional de Prefeitos, or National Association of Mayors) Gilberto Perre met during the 2013 World Cultural Economic Forum in New Orleans to discuss future partnerships between the two organizations.

Meeting for the first time, the two leaders discussed the many similarities between the two organizations and two countries, particularly in dealing with waste management issues, transportation challenges and managing social media and civic engagement.

"Our recent meeting was the ideal opportunity to discuss common goals and challenges facing our cities, share ideas and increase the working relation-



At left, USCM CEO and Executive Director Tom Cochran and the Secretary General of the FNP in Brazil (Frente Nacional de Prefeitos, or National Association of Mayors) Gilberto Perre.

ship between our two countries," said Cochran. "I am delighted to form this new partnership with Gilberto Perre and the FNP and look forward to working closely together on many diverse issues as our countries continue to contribute to our global economic prosperity."

"The institutional rapprochement between the National Association of Mayors and the United States Conference of Mayors will allow closer cooperation

between Brazilian and U.S. cities. Both organizations will make large gains not only in exchanging of best practices, but especially in the areas of disposal of solid waste, financing of urban and metropolitan public transport and electronic government in the era of social networking," said Perre.

The FNP is a non-partisan organization and the only organization in Brazil to represent mayors. With 24 years of history, the FNP is currently composed of 250 municipalities. This group includes the participation of 26 Brazilian capitals and more than a hundred cities in Brazil. In 2003, the FNP relocated its headquarters from São Paulo to the capital, Brasília. Their current President is José Alberto Reus Fortunati, mayor of Porto Alegre.

The Conference of Mayors and FNP are expected to sign an official Memorandum of Understanding during The U.S. Conference of Mayors 81st Annual Meeting in Las Vegas, to be held June 21-24.

"I am delighted to form this new partnership with Gilberto Perre and the FNP and look forward to working closely together on many diverse issues as our countries continue to contribute to our global economic prosperity."

***– Conference of Mayors CEO and Executive Director
Tom Cochran***

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Program

The Westin Philadelphia

May 22-24



WEDNESDAY, MAY 22

12:00 p.m. - 6:00 p.m.

Registration

6:30 p.m. - 8:30 p.m.

Evening Reception, Comcast Center

THURSDAY, MAY 23

7:00 a.m. - 5:00 p.m.

Registration

8:00 a.m.

Breakfast and Welcome

Innovating for Democracy

MICHAEL A. NUTTER, Mayor of Philadelphia, President, The United States Conference of Mayors

EDWIN M. LEE, Mayor of San Francisco, Chair, Technology and Innovation Task Force

9:00 a.m.

Technology for Social Impact

MATTHEW STEPKA, Vice President, Google

9:20 a.m.

The New Urban Toolbox

MATTHEW STEPKA, Vice President, Google

NEIL KLEIMAN, Special Advisor to the Dean at New York University

10:45 a.m.

Coffee and Conversations

10:45 a.m.

Press Conference

11:00 a.m.

Opening the Government: Creating Data Democracies for the Public Good
EDWIN M. LEE, Mayor of San Francisco, Chair, Technology and Innovation Task Force

CHRIS TONJES, Chief Information Officer, Baltimore

TED SMITH, Chief Information Officer, Louisville

PHILIP ASHLOCK, Open311

12:00 p.m.

Lunch

DAVID L. COHEN, Executive Vice President, Comcast Corporation

1:00 p.m.

Seeding Civic Engagement with Technology

WILLIAM OATES, Chief Information Officer, Boston

LILLY LIU, Founder and CEO, PublicStuff

KEYA DENENBAUM, Founder and Chief Executive Officer, ElectNext

MICHAEL BRENNAN, Second Muse

2:00 p.m.

The New Infrastructure: The Economy of Investing in Broadband

MILO MEDIN, Vice President Access Services, Google

3:00 p.m.

Coffee and Conversations

3:15 p.m.

Building the Team: Marshaling the Urban Forces of Innovation

JOHN MARKS, Mayor of Tallahassee

BILL HARRISON, Mayor of Fremont

KARIMA ZEDAN, Internet Essentials, Comcast Corporation

CHRIS OSGOOD, Co-Chair, Boston New Urban Mechanics

NAVARROW WRIGHT, Chief Technology Officer, Interactive One

5:00 p.m.

Tour of the Navy Yard

7:30 p.m.

Dinner, Urban Outfitters

FRIDAY, MAY 24

8:00 a.m. - 12:00 p.m.

Registration

8:00 a.m.

New Catalyst for Urban Innovation: Collaborating Across Partnerships A Breakfast Roundtable

MICHELLE LEE, CEO, Textizen

9:30 a.m.

Breaking Through the Barriers to Spur Innovation

JEN PAHLKA, Executive Director, Code for America

BEN HECHT, President and CEO, Living Cities

10:30 a.m.

Coffee and Conversations

10:45 a.m.

Next Steps: Where Do We Go From Here?

SUSAN MOLINARI, Vice President of Public Policy & Government Affairs, Google

12:00 p.m. - 1:30 p.m.

Closing Lunch

STILL TIME TO REGISTER!

For more Information, contact Julie Fesenmaier, Center for Competitive Government, Fox School of Business, Temple University by e-mail: juliefes@temple.edu or call 215-204-7040.

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Congressman Bill Shuster (R-PA)
Chairman, House Transportation
and Infrastructure Committee



USCM President
Philadelphia Mayor
Michael A. Nutter



USCM Vice President
Mesa Mayor Scott
Smith



USCM Second Vice
President Sacramento
Mayor Kevin Johnson



Calendar of Events

(Updated 05/10/13)

May 13

U.S. Communities Strategic Sourcing Summit, Norristown (PA) (Philadelphia area). Contact: Jeannie Fanning jfanning@usmayors.org / 240-393-9672

May 15

Benefits Best Practice Forum, East Orange (NJ). Contact: Jeannie Fanning jfanning@usmayors.org / 240-393-9672

May 17-19

His Holiness the Dalai Lama Visit / Muhammad Ali Meeting / Compassion in Governing Panel, Louisville. Contacts: Brenda Frank brenda.frank@louisvilleky.gov / 502-574-2018. Lori Hatton lori.hatton@louisvilleky.gov / 502-574-4543

May 22-24

Mayors Innovation Summit, Philadelphia. Contact: David Burns dburns@usmayors.org / 202-861-6765. Registration Open

May 23

Benefits Best Practice Forum, Greenwood Village (CO). Contact: Jeannie Fanning jfanning@usmayors.org / 240-393-9672

June 21-24

81st Annual Conference of Mayors, Las Vegas. Contact: Carol Edwards cedwards@usmayors.org / 202-293-7330. Sponsorship: Geri Powell gpowell@usmayors.org / 202-861-6774. Registration Open

August 1-3

Summer Leadership Officers Meeting (USCM Executive Committee, Advisory Board and Chairs Only), Park City. Contact: Carol Edwards cedwards@usmayors.org / 202-293-7330. Sponsorship: Geri Powell gpowell@usmayors.org / 202-861-6774. Registration Available in June

September 12

Coalition of Cities Against Racism, Birmingham. Contact: Tom McClimon mcclimon@usmayors.org / 202-861-6729. Registration Available Soon

2014

January 22-24

82nd Conference of Mayors Winter Meeting, Washington (DC). Contact: Carol Edwards cedwards@usmayors.org / 202-293-7330. Sponsorship: Geri Powell gpowell@usmayors.org / 202-861-6774. Registration Available Fall 2013



For updates or changes,
visit our website at
usmayors.org

USCM Local Events

Benefits Best Practice Forums

Wed., May 15th: East Orange, NJ

Thurs., May 23rd: Greenwood Village, CO

U.S. Communities Purchasing Summits

Mon., May 13th: Norristown, PA

RSVP: Jeannie Fanning, jfanning@usmayors.org



Best Practices

To Provide Better Customer Service, Ask for Feedback

By Washington (DC) Mayor Vincent C. Gray

Last summer, the District of Columbia partnered with a local analytics firm to do something that hotels and restaurants have been doing for years: track social media feedback.

The initiative, Grade.DC.gov, harvests residents' feedback posted to sites like Twitter and Facebook and uses it to assign a grade to participating agencies. Residents can go online to the namesake website and see how each agency is performing on a monthly basis. Overall grades have climbed steadily since the start of the program as agencies compete with each other to obtain high marks in customer service.

are receiving as a government, the better we can make management decisions and allocate resources to provide the best possible service delivery to our customers – District residents and visitors.

The program both makes it easier for residents to provide feedback and captures feedback that was previously unmeasured. Prior to the summer of 2012, District government officials had no organized fashion to keep track of what residents were saying on social media. But now, we can. Through the system's analytic portal, managers can see in near real-time how their agency is viewed on social media and break down by service location how residents feel about the service they were provided by the government. With 15 currently par-



Washington (DC) Mayor Vincent C. Gray

"The more feedback we are receiving as a government, the better we can make management decisions and allocate resources to provide the best possible service delivery to our customers – District residents and visitors."

– Washington (DC) Mayor Vincent C. Gray

Sometimes feedback is hard to hear, but the reality is that residents have a lot to say about services provided by District agencies. Residents have reviewed agencies over 9,000 times since the program started. Through Grade.DC.gov we found a way to embrace feedback instead of being adverse to it. One of the program's core tenets is that agencies should actively ask for feedback – whether it is positive or negative. The more feedback we

participating agencies, the District can at any time assess how residents are interacting with their city government – providing a broader picture of service delivery than traditional media can.

Grade.DC.gov is leading to real change. The District Department of Transportation (DDOT) has aligned their customer service program to Grade.DC.gov. DDOT employees are now partially measured by the feedback received through

the program and they are rewarded when they are positively mentioned in social media platforms. This has led from DDOT receiving a C-minus grade last June to an A-plus grade this March. The Department of Consumer and Regulatory Affairs (DCRA) has also gotten behind the program. Early feedback through Grade.DC.gov mentioned how many employees only knew the exact function of their position and could not assist customers when their colleagues were out of the office. DCRA improved their grade by cross-training all frontline employees.

Through advanced analytics and asking for feedback, the District Government is continuously holding ourselves accountable and finding out if we are making the grade. Learn more about the program at www.grade.dc.gov.

Mayors are invited to submit the "Best Practices" of their cities to U.S. MAYOR. Contact Public Affairs at 202-293-7330 or send e-mail to usmayor@usmayors.org

