



# U.S. MAYOR

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**81st Annual Conference of Mayors • Las Vegas • Special Edition**

## Smith Calls on Mayors to Join Him in "Building a Better America"

By Steven Lee

In an inspirational inaugural address as President of the Conference of Mayors, Mesa Mayor Scott Smith outlined his vision for the organization under his leadership in the coming year.

"Cities have a unique message for Washington and the nation, and mayors are in a unique position to convey that message. We have a voice that should be heard, that must be heard. Cities are not just another group. We are the drivers of the U.S. economy, the home of most Americans, the innovators and creators, the future of our nation," he said at the Inaugural Luncheon on June 24.

Smith specified five overarching issues in his speech titled "Building a Better America" that would be heavily focused during his term as president: The New Economy, Municipal Bonds, Trade in the Americas, Unfunded Mandates, and Cybersecurity.

The first priority Smith identified would be securing investments for U.S. cities to promote them in the new global economy. He called on Washington to work on making targeted investments to cities and metro areas saying that for cities, "our reach is more than just national, it's global." Specifically, Smith said he would like to see more federal government support for airports, ports, and manufacturing.

He also took a tough stance on the issue of municipal bonds saying that mayors will not accept any attempt by Washington to limit the deductibility of tax-exempt bonds. "I almost can't believe that we have to fight this hard over a federal/local partnership that has been so instrumental in building this great nation," Smith said. "This is not just about money and infrastructure, this is about people."

Smith noted that a study released by the Conference of Mayors and the National League of Cities shows that

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**Mesa Mayor Scott Smith, 71st USCM President, delivers his inaugural address.**



**Vice President Joe Biden**

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**House Transportation Chair Bill Shuster**

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### New USCM Leadership



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM Second Vice President Baltimore Mayor Stephanie Rawlings-Blake, USCM Vice President Sacramento Mayor Kevin Johnson, and USCM President Mesa Mayor Scott Smith.**

## TO THE MAYOR FROM THE CEO AND EXECUTIVE DIRECTOR



July 10, 2013  
Washington (DC)

### Host Mayor Carolyn Goodman

Mayors left our 81st Annual Meeting in Las Vegas with great appreciation to Host Mayor Carolyn Goodman and her team. A lot of work and dedication go into our Annual Meeting and Mayor Goodman stepped up to host our meeting with less than one year to put it together. Thank you Mayor Goodman, and congratulations on being elected to our Advisory Board.

### President Scott Smith/2013-14 Agenda/Park City, Utah, August 1-3

Mayor Scott Smith addressed our delegates at his inaugural lunch with his vision and plans for the coming year. Since we left Las Vegas, I have had a number of meetings with President Smith as we are now working on our Conference of Mayors action plan for the coming year. Mayors will come to Park City August 1-3 and will discuss and adopt

strategic decisions for what we are going to do in the months ahead.

Mayor Smith believes mayors need to be more involved and feel more ownership about our priorities and actions as we move forward during his term as President of The United States Conference of Mayors. Mayor Smith wants less outside speakers and so-called experts. Based on the concern expressed by our membership, all think it is time to hear from mayors, to get their views, to decide among themselves the priorities of the organization and to leave Park City with a stronger feeling of ownership of our actions and priorities as we move forward.

Prior to Park City, mayors and staff will be charged to put forth a work plan on a number of issues. President Smith has centered on the following: cybersecurity, unfunded mandates, climate change best practices center, immigration, municipal bonds, transportation and infrastructure.

No doubt we will continue to work on the issue of violence in our cities as articulated by New Orleans Mayor Mitch Landrieu in Las Vegas. And of course, the dangerous attacks on the CDBG program.

Legislatively, a number of the above issues will relate to Congress. Certainly workforce development legislation continues to be present with the Governors and States trying to stop workforce funds from

coming to our cities. This is not a new problem and it exists across the board of Washington power.

We issued our report in Las Vegas from Global Insight and national articles have all reported that the jobs are coming back to strengthen our metro economies and the national economy. Those same reports show that it is still a slow recovery. Mayor Smith has argued that now is not the time to hamper, reduce, or destroy sound and smart investments in our cities. We will have consensus on the smart investments that are being threatened. And Mayor Smith believes we need to look at and recommend additional smart investments such as Energy Block Grants that are needed.

Mayor Smith was the one-thousandth mayor to sign our Climate Change Pledge at our largest Climate Change Summit of Mayors ever held in the world. But we believe signing pledges today is indeed old hat. We've done that. Mayors every day are practicing climate change through local initiatives, public and private partnerships and we will showcase that in the months ahead. We need to celebrate and share among ourselves to learn from one another. And after that is said and done we need a partnership with The Department of Energy that will provide resources to cities of the USA,

instead of the monies that are being spent in partnership with foreign local officials.

In Park City, Mayor Smith's goal is for us to leave feeling that our broad-based members are more involved than ever.

There will be no media or press there. We will work hard together to come forth united and we are all looking forward to it.

### Mayor Eric Garcetti, Los Angeles

We were all pleased with Mayor-elect Garcetti coming to Las Vegas to bring greetings before he was sworn in. Conference President Mayor Smith, Vice President Sacramento Mayor Kevin Johnson and Chief of Staff Ed Somers all joined me in making up our Conference of Mayors delegation attending the ceremony at Los Angeles City Hall on June 30.

### New Members

We have also gained new mayors since our Las Vegas meeting and we commend our Membership Chair Piscataway Mayor Brian Wahler, our Conference Staff Membership Team Debra DeHaney-Howard, Katie Pirolt and all members who have helped us bring new faces and new places to our great organization. So we welcome all new members and if I can be of further assistance to you, please let me know.

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## U.S. MAYOR

Publisher, Editor-in-Chief

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ISSN 1049-2119

Managing Editor: Ed Somers

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U.S. MAYOR (ISSN 1049-2119) is published semi-monthly except for August, September and December by The United States Conference of Mayors, 1620 I Street, NW, Washington, DC 20006-4005. Tom Cochran, Executive Director.

Periodicals postage paid at Washington, DC and additional offices.

POSTMASTER: Send address changes to U.S. MAYOR, 1620 I Street, NW, Washington, DC, 20006 or by e-mail to: [usmayor@usmayors.org](mailto:usmayor@usmayors.org).

U.S. MAYOR is printed on recycled paper [usmayors.org](http://usmayors.org)

**CHANGE OF ADDRESS: Please e-mail address corrections to [usmayor@usmayors.org](mailto:usmayor@usmayors.org). No telephone calls please.**



# Philadelphia Mayor Nutter Gives President's Report: "Our Power is Our Collective Voice"

In a speech delivered to hundred of mayors at the annual meeting in Las Vegas, outgoing President Philadelphia Mayor Michael A. Nutter highlighted the successes of mayors rising above a divisive election and an ineffective federal government.

When he became President of the Conference of Mayors last year, the mayor recognized that it would be a tough time for the organization to stay non-partisan and focused on unifying priorities ahead of a grueling presidential election. However, what he saw were mayors being sought after as leaders perhaps more than ever.

"Whether it was Mayors Cornett and Smith speaking to the conventions or media in Tampa, or Mayors Villarraigosa, Castro, myself and other speaking in Charlotte—it was very clear that the political parties and the national media were extremely interested in the leadership mayors provide across the country," he said.

Nutter lauded the work of mayors in pressuring the Senate to pass the Market-

place Fairness Act and continued stand for tax-exempt municipal bonds despite federal opposition. "When faced with a challenge or disagreement we respectfully state our case, and then we get to work," Nutter said, highlighting the Conference of Mayors partnership with 60 organizations to protect municipal bonds.

Nutter also praised the Congressional action on immigration saying that comprehensive immigration reform has been "something that this organization has long championed."

"The benefits that will come from fully integrating immigrants into the American dream will far outweigh the challenges," he said.

And although Nutter acknowledged that there was work to be done, he sees the tragedy of homelessness as a problem that has new hope of being alleviated. "There is no reason that any person who has served our country should sleep on the street or in the shelter, ever," he said.

Nutter highlighted the Rapid Re-Housing federal intervention program being

implemented in Philadelphia and other cities as a great opportunity to solve the challenge of homelessness.

Despite all these successes, Nutter admitted that there were a few disappointments during his time as President of the Conference of Mayors on sequestration, climate change, and gun control. "Many within our own Conference of Mayors have different views on [gun control] — views I fully respect," Nutter said. "But when U.S. Senate cannot even pass a bill to strengthen background checks designed to keep criminals and the mentally ill from getting guns — despite national polls showing support in the range of 90 percent — something is very wrong."

In closing, Nutter expressed his personal desire to see mayors collectively improve relations with Congress, emphasizing that mayors indeed do make a difference. "Our power is our collective voice. When we use it, we can bring about great change."



**USCM President Philadelphia Mayor Michael A. Nutter delivers the annual President's Report to mayors June 22.**

## SMITH from page 1

a 28 percent cap on municipal bonds would mean 312,000 jobs would be lost in one year alone. "This Conference of Mayors, and the coalition we are leading of more than 60 national organizations, will not let Washington limit our ability to build the roads and schools and airports and transit systems that America needs to compete in the world economy," he said.

With a focus on a global outlook for the organization, Smith promised to prioritize collaboration among cities in the Americas. "U.S. cities and metropolitan areas are increasingly connected to their counterparts in Mexico and Canada, as well as the rest of Latin America, through economic relationships that include trade, foreign direct investment, migration, educational exchange, and the cross-border production of goods," he said. According to Smith, cross-America cooperation is not only good for national economies but has the ability to strengthen local economies.

Smith immediately started work on this priority shortly after his remarks when he signed a Memorandum of Understanding with Mayor Maguito Vilela from the Brazilian Association of Mayors. The memo will begin the process of sharing best practices between the two organizations in the issues of disposal of solid waste, improving infrastructure and public transportation, tools for enhancing e-government, and sharing governance policies in our respective metro areas.

Mayor Smith also vowed to stand strong on the issue of unfunded mandates. "I know how the game is played. Washington has no new money, but still wants to take some action. So other levels of government end up with the bill. This

may not be done maliciously, but America's cities are tired of paying the price."

Emphasizing it as a bipartisan issue for mayors, Smith said that although mayors support environmental protection and public safety, the federal government should retool implementation that burdens cities. "The federal government cannot simply force de-facto tax increases upon our ratepayers, businesses, and homeowners," he said.

Finally, Smith outlined cybersecurity as an issue he would like to tackle in the next year calling it an emerging threat to our nation. "The nation's economic vitality and security depend on a vast array of interdependent networks known as cyberspace, and cyberspace has transformed the ways we communicate, travel, power our homes, run our economy, and provide government services," Smith said he would begin to work on a new effort to partner with the Department of Homeland Security and the private sector to address the issue.

Smith assured mayors that the five key priorities would not mean ignoring issues the Conference has been committing to for many a long time such as protecting CDBG funding, addressing crime and violence in cities, and climate protection. "By focusing my presidency on a few items does not mean we will ignore or waver from our commitment to many issues," he said.

However, Smith did single out a specific issue he wished to address: immigration reform. He said that although there were some parts of the immigration bill he did not particular like, the status quo for immigration policy in this country was not acceptable. "My hope is that as we continue with debate, we recognize that our economy and our cities need new and energetic immigrants in order to grow and prosper. We need these people

at all levels of achievement, from unskilled to high skilled. As long as people have something to offer, we should welcome them into our cities," he said.

Smith had kind words for his predecessor, Philadelphia Mayor Michael A. Nutter. "Mike, I'd like to thank you for your service as president during this past year. You have been a great example to me, and your leadership has strengthened America's cities. I very much appreciate your friendship and the partnership we have forged together," he said.

Smith also did not hold back in his praise for the other members of the Conference leadership team, Conference of Mayors Vice President Sacramento Mayor Kevin Johnson and Conference of Mayors Second Vice President Baltimore Mayor Stephanie Rawlings-Blake. "She is bright, articulate, and passionate about her work," Smith said of Rawlings-Blake. "She can no longer be called 'an up and coming rising star' because she's already arrived."

"[Mayor Johnson] is a big deal because of the leadership he's shown as Mayor on what must always be a top priority—improving our educational system, especially our public schools," Smith said.

Smith also thanked Conference of Mayors CEO Tom Cochran for his "invaluable guidance and support" and recognized him for his passion for mayors.

Reflecting on the history of the organization, Smith promised that during his term he would find and fight for consensus issues that unite mayors across the nation. "I will work even harder this coming year to focus on those issues we have in common, those issues that define not Republicans or Democrats, Easterners or Southerners, liberal or conservative, but issues that define cities," he said.

To that end, he encouraged all mayors to be active in the Conference of Mayors.

"You will develop valuable new relationships and learn from every mayor you get to know," he said. "It doesn't matter where you are from, how large your city is, or what political party you belong to."

Smith ended his speech by thanking mayors for showing faith in his leadership and with a promise to do everything in his power to serve the organization and the nation's mayors. "This is our organization, and together, we will make it even stronger as we 'build a better America.'"



**Phoenix Mayor Greg Stanton makes introductory remarks before his colleague Mesa Mayor Scott Smith addresses mayors in his inaugural address. Stanton emphasized his great working relationship with Smith as mayors of cities just a few miles away from one another.**

# Biden Commends U.S. Mayors, Promises Continued Administration Support on Jobs, Gun Safety

By Steven Lee

Vice President Biden expressed amazement at the work mayors across the country have done in the past five years despite working through a “God awful” recession. “You had to hollow out your police forces to make those God awful difficult decisions all of you made to provide the services for your people as revenues absolutely evaporated,” Biden said. “But you stepped up.”

In a well-received speech at the Conference of Mayors Annual Meeting, he praised the resolve of city leaders in balancing budgets and consolidating services even in the face of “watching your communities get hollowed out.” Throughout the speech Biden emphasized the relationship between the Administration and the nation’s cities, saying that he and the Administration “promised you that we would partner with you the first time we met and we’ve tried our best.”

The Vice President highlighted federal money such as TIGER grants and funds from the Neighborhood Stabilization Program given to cities during and after the economic crisis, all of which he said contributed to a rebounding economy and

brighter job market. “You know the statistic that shows that 2.4 million families have gone from underwater to above water in their homes,” Biden said. “You know what psychological relief that gives to people, you know what it does to them.”

Although Biden said that much has been done by this Administration dedicated to helping cities grow and thrive, he sees three initiatives of jobs, immigration reform, and gun control as key to continuing the help to cities.

On jobs, Biden spoke passionately about the need to continue creating not “just any job, but a decent job.” Biden argued that the idea of being in middle class—having the ability to own a home, sending kids to college, retiring comfortably—was all based on creating opportunities for “decent jobs.”

“Manufacturing is still a mobilizer of decent jobs. They pay a lot more and they spin off a lot of other non-manufacturing jobs. And manufacturers are looking to modernize. But they need modern infrastructure in your cities. They need modern infrastructure to get to and from your cities. And that’s why we continue to push as hard as we can for major investment in infrastructure,” he said.



**Vice President Joe Biden promises continued work on three metro area issues: creating jobs, immigration reform, and curbing gun violence.**

Biden argued for comprehensive immigration reform by arguing that it would be a boon for the economy. “The math is pretty simple: if you bring people out of the shadows and you give them a start, they add to the tax base. They start investing in the communities where they live,” he said. He advocated not just for a path to citizenship but also for expanded visas and residencies for STEM-educated foreign students saying that we should not be sending these people away but rather “stamping green cards onto their diplomas.”

Finally, Biden spoke on the importance for gun control, renewing his promise to continue to work towards moving gun control legislation through Congress. “We need to make sure that the voices of those we’ve lost are the loudest in this fight,” Biden said.

Biden also touted the work the President had done within the executive branch to address gun violence and acknowledged the work of mayors to make the issue salient across the nation. “It’s clear that all the work you’ve done, all the work that’s happened has changed the public consciousness,” Biden said. “It’s no longer just an issue.”

## Nutter Urges Mayors to Join Chorus for Change to Reduce Violence in Their Cities

By Laura DeKoven Waxman

The epidemic of violent deaths among African American men and boys at the hand of other African American men and boys was the subject of a June 23 plenary discussion in Las Vegas organized and moderated by Conference President and Philadelphia Michael Nutter. Nutter also used the session to highlight Cities United, a coalition of mayors and organizations dedicated to reducing violent deaths among Black men and boys. Participating in the discussion were New Orleans Mayor Mitch Landrieu and Casey Family Programs CEO and President William Bell, both of whom have joined with Nutter in establishing Cities United.

Introducing the session, Nutter told the mayors that, “Black on Black crime is not an isolated problem. It affects every member of every community every day.” Terming it “a public health crisis,” Nutter said that violence is at unsustainable levels in many of our communities. He invited the mayors to work with Cities United, which he said includes first and foremost the U.S. Conference of Mayors, along with Casey Family Programs, the National League of Cities and other national organizations and to “band together as leaders to be a chorus for change.”



**At left, USCM President Philadelphia Mayor Michael A. Nutter with New Orleans Mayor Mitch Landrieu following Landrieu’s major address calling for action on violence.**

### **Landrieu: Preventing Murder, Stopping Violence Must Become a National Priority**

Landrieu used the occasion to make a major address decrying violence in America’s cities today and the nation’s neglect of it and calling for a strong federal response. Among his comments:

“Last year in New Orleans, 193 of our fellow citizens were murdered; 193 tragic stories and a wake of destruction and heartbreak. The common thread—nearly all victims were young African American men who were killed by a young African American man between 16 and 30. In most of the cases, these young men knew each other,

were unemployed and had dropped out of school and society too soon. These victims are flesh and blood, real people with faces and names, hopes and dreams.

“But this senseless death is not unique to New Orleans. Young African American men are being slaughtered on the streets of our cities. Murder is the well-spring / for a river of pain / that flows from the 7th Ward of New Orleans to the tough streets of North Philly, from the South Side of Chicago to Edmondson Heights Baltimore, and beyond, covering every corner of this nation in hurt.

“Turning the tide is a huge challenge, but it can be done, our cities are taking it on. In New Orleans we have designed a cutting edge strategic plan called NOLA FOR LIFE. It is smart, holistic, and hits the streets. The first step is to stop the shooting, stop the bleeding, stop the death.

“We’ve raised over \$1 million for local service providers. We’ve beefed up the homicide unit, gotten smart with hot spot policing, and established a new Multi-Agency Gang Unit with local, state and federal law enforcement.

“We’ve doubled the number of summer jobs for youth and created new job training and placement services through partnerships with local businesses and universities. We’ve launched programs like Ceasefire New Orleans and Midnight Basketball to interrupt violence and connect young African American men with resources they say they need.

“And now, we’re starting to see the results. In the past three months alone, our Multi-Agency Gang Unit investiga-

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# House Transportation Committee Chairman Shuster Wants Mayors Help on Infrastructure Investment Agenda

By Kevin McCarty

Representative Bill Shuster (PA), chairman of the influential House Transportation and Infrastructure Committee, told mayors that, "I am here today because I want to make sure you are part of the solution," helping him craft needed transportation legislation and then selling it to the American people.

In remarks at the June 22 opening plenary session, Shuster talked about the importance of investing in the nation's infrastructure, especially transportation facilities, to improve the lives of Americans and the competitiveness of U.S. businesses. "You know firsthand the importance of efficient transportation systems. You know firsthand that the system needs to be safe and reliable. You know firsthand if we don't make these investments and stay up, we will fall behind," he said.

"It's going to take the American people knocking on doors saying this is important," Shuster said in describing the need to engage the public in speaking out on the need for infrastructure investment.



**House Transportation and Infrastructure Committee Chairman Bill Shuster (PA) delivers remarks June 22 during the USCM 81st Annual Meeting in Las Vegas.**

Referencing the imminent Senate confirmation of Charlotte Mayor Anthony Foxx, Shuster said, "I look forward to working with Mayor Foxx, knowing he is a mayor and that he knows how to get things done. And, I look forward to seeing him as the next Secretary of the Department of Transportation."

Shuster made clear that he sees a

continuing federal role in transportation. "There is a federal role in transportation. There has been since the beginning." He added, "Throughout our history, transportation has been a bipartisan issue."

## Shuster Cites His Legislative Priorities

In discussing legislative issues before his committee, Shuster talked about four legislative priorities: water resources, passenger rail, aviation and surface transportation (MAP-21) renewal.

He indicated that he had already talked with mayors at the meeting, and he "knows how important the passenger rail bill is to cities." Shuster expressed concerns about high-speed rail in California, but thinks that the Northeast Corridor could be a model for raising train speeds in a corridor "to roll out to the rest of the country."

On aviation issues, he said, "I know what economic engines those airports are, not only just for your cities, but for your regions and the United States of America."

The renewal of the nation's surface transportation law in the next Congress "is going to be a major challenge," Shuster told the

mayors. "Of course, funding, we have to look at every option we have out there."

Moving a surface transportation bill is the issue where Chairman Shuster challenged mayors to help him with the public and with his House colleagues. "Making sure the American people understand these things is where I need your help. When we start to move a bill through the House, I will need your help again. I will need your help with Members on the Democratic side of the aisle and with Members on the Republican side of the aisle."

"It is a massive effort. I definitely need the Conference of Mayors, working with me and talking with me to get this job done," Shuster said in concluding his remarks.



## NUTTER from page 4

tions have led to the indictments of nearly 50 individuals and there is more to come. Last year overall crime was down. Murder is down over 20 percent from this time last year and 30 percent compared to two years ago.

"This is an emergency—a major threat to our nation's peace, security, and freedom. Preventing murder and stopping violent crime must become a national priority.

"So we must stand together united as mayors like generals during wartime. We must tell Congress and the President, that we need a surge....

"Congress can act today and actually do something that will put resources and people into the fight where they are needed the most, on our streets going up against violent criminals.

"This is how we reduce gun violence and murder, by hitting the streets.

"Democrats, Republicans, Congress and President Obama lock hands; build on what should be common ground and launch a newly reinvigorated COPs program to provide billions to hire new cops for community policing, just like Vice President Biden and President Clinton did in the 1990s.

"We can all agree that we should do what we can to get guns out of the hands of dangerous criminals who mean to do us harm. And here is one way we can do it.

"Let's give the federal government clear concurrent jurisdiction over all violent offenses committed by firearms that travelled in interstate commerce. Let's bring the hammer down on these vio-



**Casey Family Programs CEO and President William Bell urges mayors to take the lead on reducing violence.**

lent offenders with the full weight of the federal judicial system and give relief to the local cops, judges, prosecutors, and neighborhood leaders who give it their all every day in this fight."

## Bell: Mayors Must Lead

In his remarks Bell built on Landrieu's remarks and urged every mayor in the country "to join together with the voice of the U.S. Conference of Mayors and stand up and say it's enough." "We have mourned too much; it's enough. We have watched mothers cry too long; it's enough. We've have cried ourselves too much; it's enough," he continued. "It's time for us to be the lead. Yes the federal government has a role; yes philanthropy has a role, but you must lead."

## Dallas Mayor Rawlings Excited to Host 2014 Annual Meeting

By Steven Lee

Flanked by two Dallas Cowboys cheerleaders, Dallas Mayor Mike Rawlings highlighted his city ahead of next year's annual meeting in Dallas.

In a presentation on June 22 at the annual meeting, Rawlings expressed excitement to host the nation's mayors in Dallas and show how much Dallas has grown. "If you've never been to Dallas, let me tell you, you do not need to buy or bring cowboy boots, you're not going to ride in a covered wagon or a horse to the meetings, and we don't have tumbleweed going down our Main Street. In fact, Dallas will immediately surprise you and immediately you'll understand why we're saying that big things happen here," he said.

Both his presentation and a preceding video touted Dallas' bigness.

Rawlings noted that not only was Dallas—and neighboring city Fort Worth—the fourth largest metropolitan area in the United States, it was also the fastest growing area in the nation with the fourth busiest airport in the world. He also emphasized Dallas' continued focus on city livability with its many downtown parks, the country's largest urban arts district, and the largest urban forest.

Visits to Cowboys Stadium and the Texas State Fairgrounds are being planned as events for next year's meeting, according to Rawlings.

The presentation ended with surprise remarks by Linda Gray, the star of the classic TV series "Dallas," who said she "adores" Dallas. "I'm so proud, and honored, and blessed to be part of that city," she said. "So I hope to see you next year, hopefully we can bring the cast to see you and welcome you to the city because it is one of my favorites."



**Dallas Mayor Mike Rawlings and Actress Linda Gray highlight Dallas, which will be hosting the Conference of Mayors at the 2014 Annual Meeting.**

# Newly-Elected Conference Leaders



## THE UNITED STATES CONFERENCE OF MAYORS

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REPORT OF THE NOMINATING COMMITTEE  
81<sup>ST</sup> ANNUAL MEETING, LAS VEGAS, NEVADA – SATURDAY, JUNE 22, 2013

THE NOMINATING COMMITTEE MET ON SATURDAY, JUNE 22, 2013 AND THE FOLLOWING MAYORS WERE APPROVED BY THE MEMBERSHIP OF THE UNITED STATES CONFERENCE OF MAYORS FOR THE FOLLOWING POSITIONS ON MONDAY, JUNE 24, 2013.

PRESIDENT: Scott Smith, Mayor of Mesa, Arizona  
VICE PRESIDENT: Kevin Johnson, Mayor of Sacramento, California

2nd VICE PRESIDENT: Stephanie Rawlings-Blake, Mayor of Baltimore, Maryland

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Respectfully submitted,

  
Stephen K. Benjamin, Chair  
Nominating Committee  
Mayor of Columbia, South Carolina

Columbia (SC) Mayor Stephen Benjamin, Chair  
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# Mayors' Lighting Partnership Helps Cities Reduce Energy Costs, Carbon Emissions

By Elizabeth Renda

Philips Lighting Chairman Emeritus Zia Eftekhar spoke at The U.S. Conference of Mayors 81st Annual Meeting in Las Vegas on June 24 during the Inaugural Luncheon honoring incoming Conference President Mesa Mayor Scott Smith. Eftekhar discussed how the Mayors' Lighting Partnership, a joint partnership between Philips and the Conference of Mayors, works with cities on upgrading their lighting systems with new energy efficiency lighting technologies. "I know that Mayor Smith and the Conference of Mayors share Philips' strong belief in the power of public-private partnerships and the importance of investing in infrastructure that makes cities more efficient, attracts businesses and economic development, and creates local jobs," he said.

The Mayors' Lighting Partnership, which was launched earlier this year, is designed to give mayors information on how energy-efficient lighting can reduce energy costs and carbon emissions, improve public safety and spur economic development. Eftekhar showcased several Philips installations, including recent installations in Las Vegas. "Whether it is providing lighting for Cirque Du Soleil or the Wynn Lake of Dreams, or the Eye Candy Lounge right here in the Mandalay Bay, it is easy to see how LED and digital lighting provide much more than light, creating a visual experience that can turn an ordinary environment into something extraordinary," he said.

Additionally, he described the innovative work being done through the Mayors' Lighting Partnership in Independence (MO), noting Mayor Don Reimal's recent



**Philips Lighting Chairman Emeritus Zia Eftekhar speaks about the Mayors' Lighting Partnership at the 81st Annual Meeting in Las Vegas.**

announcement to upgrade 12,000 of his city's streetlights to a new Philips LED solution. He told participants that the upgraded lights will use "fifty percent less energy while improving visibility and encouraging social and economic activity." Eftekhar said, "The new Philips LED solution will save 6.6 million kilowatt hours, for an annual savings of almost \$300,000 and over \$150,000 in yearly maintenance cost reductions that is nearly \$4.5 million of savings in ten years."

Eftekhar also spoke of Little Rock Mayor Mark Stodola and North Little Rock Mayor Joe Smith's joint project to illuminate three bridges spanning the Arkansas River between the two cities by the end of the year using Philips LED light-

ing. "A great example of a multi-faceted public-private partnership, this project is funded through a grant from Entergy Arkansas to recognize the company's 100th anniversary, the cities of Little Rock and North Little Rock, the Clinton Foundation, the Pulaski County Junction Bridge Authority, Philips Lighting Company and Koontz Electric," Eftekhar said.

All of these projects are projected to save millions of dollars and prevent mil-

lions of pounds of carbon dioxide from emission. "Everything we see, most of what we do, and much of how we feel, is touched by light; so light matters," Eftekhar said. "And how we maximize the impact and sustainability of our lighting equally matters. That is what the Mayors' Lighting Partnership is all about — bringing the magic and impact of sustainable lighting to your city."

## Rogers Addresses USCM



**National League of Cities President Avondale Mayor Marie Lopez Rogers addresses The U.S. Conference of Mayors, praising the work of USCM President Philadelphia Mayor Michael A. Nutter, stressing the partnership between the two organizations, and the joint-effort on protecting tax-exempt municipal bonds and passing the Marketplace Fairness Act.**

## Orientation for New Mayors, First Time Attendees



**Membership Committee Chair Piscataway Mayor Brian Wahler welcomes newly elected mayors and first time attendees to the 81st Annual Meeting during the Orientation Session.**



**More than 40 new mayors and first time attendees gathered to meet with "veteran" mayors at the June 21 Orientation Session and learn about the organization from Membership Committee Chair Piscataway Mayor Brian Wahler and USCM CEO and Executive Director Tom Cochran.**

# Mayors Share Best Practices for Advanced Manufacturing

By Paul Leroux

Addressing a crowd of business and local government leaders, four mayors who have been working to expand advanced manufacturing took part in a best practice panel in Las Vegas on June 22. Representing all parts of the country and metro areas of all sizes, the panel was moderated by Workforce Development Council Chair Dallas Mayor Michael Rawlings, and included Advanced Manufacturing Task Force Vice Chair Beaverton Mayor Denny Doyle, Waterbury Mayor Neil O'Leary, and Lansing Mayor Virg Bernero. Each mayor stressed the importance of advanced manufacturing, which constitutes the rapid transfer of science and technology into manufacturing products and processes, as part of his city's economic recovery.

Rawlings opened the panel by challenging all mayors to ask themselves, "Have I done the job I need to do every day to attract commerce?" To help mayors answer this, he presented a four-part set of policy guidelines, popularly referred to as "tech, trade, tax, and talent." According to Rawlings, cities must combine public sector commitment to innovation, infrastructure for transportation and trade, tax incentives for industry, and the provision of employer-defined credentials and skills. In Dallas, the com-



Left to Right, Dallas Mayor Mike Rawlings, Beaverton Mayor Denny Doyle, Waterbury Mayor Neil O'Leary and Lansing Mayor Virg Bernero.

bination of these policies has helped to create a burgeoning hub for high-tech and logistics companies.

Further stressing the need for these policies, Doyle reminded the audience that the jobs created by advanced manufacturing are typically high-wage jobs that can readily replace the 1/3 of manufacturing jobs that the United States has lost over the past decade. In the absence of a national policy to do this, Doyle said, "Mayors are ready to lead manufacturing back to preeminence." He noted that Beaverton was an example of a commu-

nity where government creates, "competitive advantage for all and leverages our workforce partners." A few of these partnerships include efforts to clean-up brownfields, develop infrastructure, and provide education, job training, and workforce development.

In keeping with this theme of workforce development, O'Leary shared what Waterbury, formerly the "brass capital of the world," has been doing to train new generations for the manufacturing work of the 21st century. He stressed active partnerships between industry and

education to promote ongoing development and growth of the manufacturing workforce. One example he cited was the College Connections program, which provides college credit to high school students who complete manufacturing machining courses at a local community college. O'Leary took special pride in Waterbury's other flagship initiative, the Waterbury Career Academy, which provides high school students with the resources to train in four career strands, including a state-of-the-art factory floor for advanced manufacturing.

Finally, Bernero urged mayors to remind the rest of the country that manufacturing still has a future in the United States. "We have been lead to believe that manufacturing is dead," Bernero said, before telling the story of industrial comeback in Lansing, now ranked first in Michigan and sixth in the country for high-tech job growth. He asked mayors to share their experiences with each other, with Washington policy-makers, and in the media. He again drew on his own experiences with the Manufacturing Alliance of Communities, which helped to secure funds for the Racer Trust to clean up Midwestern brownfields. "When mayors talk, people listen," Bernero said. "It's time to turn up the volume on manufacturing."

## Cities Losing Billions on Inability to Collect Taxes on Internet Sales

By Dave Gatton

Cities and counties are losing billions due to their inability to collect existing sales taxes on purchases made over the internet, according to a report released June 21 by The U.S. Conference of Mayors, the National League of Cities and the National Association of Counties.

The report's findings, calculated by IHS Global Insight, estimated that state and local governments experienced a direct loss of revenues due to the uncollected taxes on E-commerce (not including remote sales from catalogues etc.) of nearly \$12 billion in 2011, rising to almost \$14 billion by 2013. Over \$225 billion in E-commerce transactions were recorded in 2011.

The Marketplace Fairness Act, which recently passed the Senate by a strong bipartisan vote, would allow state and local governments to enforce existing state and local sales and use tax laws on remote retailers so long as they simplify tax administration by adopting the Streamlined Sales and Use Tax Agreement. The bill is now pending in the House.



But failure to pass the legislation to date has cost local governments dearly. Collectively, the select cities and counties analyzed in the report lost a projected \$4.5 billion over the three-year period (2011-13).

New York City experienced the greatest loss in 2012 of over \$205 million. Phoenix and Chicago followed with losses of \$18 million and \$17 million respectively. These are projected to rise to \$235 million for New York, over \$20 million for Phoenix, and over \$19 million for Chicago. Eleven cities are projected to lose over \$10 million each in 2013.

Among counties, Los Angeles and Cook

County experienced the greatest losses of over \$70 million and \$42 million in 2011. In 2013, Los Angeles County is forecast to lose over \$95 million and Cook County over \$55 million.

The report, entitled *U.S. Metro Economies: Impact of "Marketplace Fairness" on Select Jurisdictions — Update*, can be found on the website [usmayors.org](http://usmayors.org).

## Job Recovery by City/Metro Area

By Dave Gatton

The U.S. Conference of Mayors, at its annual Meeting in Las Vegas June 24 in conjunction with IHS Global Insight, released employment data for the nation's 363 metros, showing that by the end of 2013, only 109, or 30 percent, will have regained their jobs lost from pre-recession peak levels. By the end of 2012, 86 metros had regained lost job levels (40 did so during 2012). One-half (182) are projected to regain their jobs by the summer of 2014. Visit the website [usmayors.org](http://usmayors.org) for a complete listing of employment data.



# Cities Continue to Reform Unsustainable Pension Plans, Conference Reports

By Mike Brown

A report released by The U.S. Conference of Mayors Metro Economies Committee on June 22 describes a range of efforts undertaken by 19 cities of all sizes to reform unsustainable pension plans — both statewide plans in which they are participants and self-administered plans — and shows a continuation of a pattern of reforms reported a year ago by a group of 16 cities that provided the Conference of Mayors with information on their reform efforts. Again this year, cities' approaches to reform included:

- increasing annual pension contributions for both cities and employees;
- eliminating benefit increases for current employees and offering fewer benefits for new employees;
- offering new employees defined contribution, not defined benefit, programs;
- lowering or deferring cost of living adjustments for both current employees and retirees;
- lowering benefit multipliers and benefit accrual rates;
- increasing retirement age and service requirements; and
- increasing years of service used to determine final average salary for benefit determination.

While many of the cities in this year's report share common approaches to reform, their individual reports vary in emphasis.

- Allentown (PA) — using a concession lease of the sewer and water system to generate the revenue needed to completely eliminate the city's \$200 million unfunded pension liability.
- Arlington (TX) — working with the state-wide municipal pension system to change the actuarial cost method in use and reduce benefits to put the city on a path to increasing funded ratios — currently at more than 85 percent.

- Barrington (IL) — working with other Illinois cities through a statewide council of governments to support January 2011 reforms to the state's municipal pension system that reduce benefit costs for police, firefighters, and other municipal employees.
- Chula Vista (CA) — involving city administrators, the Police Chief, and the Fire Chief in negotiations that produced an agreement that all city employees would pay the full share of their pension contributions — initially saving the city \$6 million.
- Fort Worth (TX) — working through negotiations and legal challenges to maintain the existing defined benefit plan while reducing benefits for future earnings; accrued benefits of current employees will remain on the original pension plan, while future benefits earned will be on a new plan.
- Jacksonville (FL) — seeking adoption of a police and fire benefit package that increases employee contributions, caps annual benefits, increases the retirement age, reduces the benefit accrual rate, and lowers COLAs; first year savings under the package would total \$45 million.
- Kentwood (MI) — modifying the city's self-administered plan to retain the existing defined benefit option for current employees and add a defined contribution option for new hires, with increases in defined benefits covered by employee contributions.
- Long Beach (CA) — reaching agreement with police, firefighters, and other city employees for new, less costly pension tiers for new hires and full employee pick-up of retirement contributions.
- Louisville/Jefferson County (KY) — lobbying for state pension reform (enacted in March) that will limit Kentucky cities' pension costs; new employees will be enrolled in a hybrid

cash-balance plan and COLAs will be paid only if fully funded.

- Milwaukee (WI) — adopting a stable employer contribution policy under which the actuary establishes a stable percent of payroll for five years to facilitate budget planning and avoid large-scale year-to-year volatility.
- Murfreesboro (TN) — following a two-year review, retaining a defined benefit plan for current employees and adding a defined contribution plan for new hires; this saves \$3 million over ten years and adds no new unfunded liabilities.
- Newport Beach (CA) — implementing a total compensation philosophy with a goal of having the city and its employees share equally in total retirement costs; results of labor negotiations include significant increases in retirement contributions by current employees and lower benefits for future employees.
- North Miami Beach (FL) — beginning reform of the city's three pension plans with changes in actuarial valuations that dramatically reduce city pension contributions and dramatically increase funding levels.
- Pembroke Pines (FL) — freezing the defined benefit plan for current employees, not offering it to new hires, cutting pension costs to the city across the board, and giving employees the option of transferring accrued retirement benefits to a separate account on a deferred basis.
- Phoenix (AZ) — implementing reforms to the city's defined benefit plan developed by a broad-based task force and approved by voters in March;

limited pension benefits for new hires are projected to cut the city contribution rate by half and save \$596 million over 20 years.

- Redmond (WA) — working to overcome problems related to the state-run retirement system, specifically: year-to-year fluctuations in cities' required contributions, lack of involvement in pension plan decisions, and a "one size fits all" approach that does not allow for differences among participating cities.
- San Jose (CA) — implementing voter-approved reforms in which existing employees are given the option of paying more to keep their current plan or move to a lower-cost plan for future years of service, and new employees are in a new, lower-cost plan.
- Springfield (IL) — working within the limitations of the state pension system to mitigate growing pension obligations; three-prong approach includes making additional pension payments when possible, lowering personnel costs, and pressing the legislature for further reform.
- Westland (MI) — offsetting costs of the Actuarially Required Contribution through pension cost cuts such as five percent pre-tax contributions to pensions imposed on, or negotiated with, nearly half of all city employees to date.

The report, "City Approaches to Public Pensions, Volume II, June 2013," was released during the 2013 Annual Conference of Mayors, held in Las Vegas, and is the fourth in a series on city pension systems. It is part of the organization's continuing effort to call attention to public pension issues and encourage discussion of cities' efforts to reform existing, unsustainable pension programs, and is available on the Conference of Mayors Web site, [www.usmayors.org](http://www.usmayors.org).

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## Immigration Press Conference



**USCM Immigration Reform Task Force Chair Laredo Mayor Raul Salinas, center, with, left to right, Phoenix Mayor Greg Stanton, Houston Mayor Annise Parker, and National League of Cities President Avondale (AZ) Mayor Marie Lopez Rodgers at a June 23 press conference in Las Vegas during which the mayors urged the Senate to quickly pass comprehensive immigration reform.**

# Philadelphia, Jackson (TN) Named "Most Livable" Cities in America

By Jocelyn Bogen

Conference of Mayors President Philadelphia Mayor Michael A. Nutter and Jackson (TN) Mayor Jerry Gist were awarded first place honors in the 2013 City Livability Awards Program during The U.S. Conference of Mayors' 81st Annual Meeting in Las Vegas.

This is the 34th year in which cities have competed for the award, which is sponsored by the Conference of Mayors and Waste Management, Inc., the nation's largest environmental solutions provider. The award recognizes mayoral leadership in developing and implementing programs that improve the quality of life in America's cities, focusing on the leadership, creativity, and innovation demonstrated by the mayors.

This year's winning cities were selected by former mayors from a pool of over 200 applicants.

Waste Management Public Sector Solutions Vice President Ann Reeves presented the awards during the annual luncheon session. "We are honored to again partner with the USCM and sponsor the City Livability Awards for the 24th time. As the nation's leading provider of comprehensive waste management services in North America, Waste Management's sponsorship of USCM is very important to us and we care passionately about the livability of our cities," said Reeves.

"Our City Livability Awards Program gives the Conference the opportunity to highlight mayoral leadership in making urban areas cleaner, safer, and more livable," said Conference of Mayors CEO and Executive Director Tom Cochran. "We are grateful to Waste Management for its many years of support for the City Livability Awards Program, and for the opportunity to showcase the creativity and commitment of mayors and city governments across the country."

In addition to the two top awards, Outstanding Achievement Awards were given to five cities with populations of 100,000 or more—Baltimore, Dayton, Denver, Mesa and Washington (DC) — and five cities with populations of less than 100,000 — Fayetteville, Hallandale Beach, Oak Park, York, and West Palm Beach.

Honorable Mention citations for cities with populations of 100,000 or more went to Fresno, Memphis, Milwaukee, and Orlando. Citations for cities with populations of less than 100,000 went to Lawrence, Mayor Sumter, Sunrise, and Turlock.

## First Place Program:

### Philadelphia Mayor Michael A. Nutter (Large City): GunStat

The GunStat program, launched by works to combat street crime using a micro, place-based strategy to focus on repeat offenders which addresses the physical conditions that contribute to crime, and build neighborhood capacity to sustain safety and security. The Mission of GunStat is to identify violent repeat offenders who are known to law enforcement, increase collaboration between City departments to share data and informa-

tion, and to promote safety within the targeted neighborhoods. Targeted offenders are monitored from arrest through incarceration and the parole period. By ensuring that violent offenders are monitored closely, GunStat ensures prioritization, communication and coordinated decision making by all levels of law enforcement. In 2012, the first year, there was a 25 percent drop in gun crimes and a 56 percent drop in shooting victims in the targeted

program has improved walkability and bikeability in the city, increased access to low-cost nutritious foods in local "food deserts," and created a 80,000 sq. ft. Wellness Center in downtown Jackson. Not only has the initiative improved livability, it has also provided economic benefits with the City seeing a \$2 million reduction in city employee healthcare costs in the first year of the program.



Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, 2013 First Place Small City Livability Award Winner Jackson Mayor Jerry Gist, Waste Management Vice President for Public Sector Solutions Ann Reeves, USCM Second Vice President Sacramento Mayor Kevin Johnson, and USCM Vice President Mesa Mayor Scott Smith.



Left to right, USCM CEO and Executive Director Tom Cochran, 2013 First Place Large City Livability Award Winner USCM President Philadelphia Mayor Michael A. Nutter, Waste Management Vice President for Public Sector Solutions Ann Reeves, USCM Second Vice President Sacramento Mayor Kevin Johnson, and USCM Vice President Mesa Mayor Scott Smith.

GunStat areas compared with the previous five year averages. Comparable city-wide statistics show a nine percent and 11 percent decrease in gun crimes and shooting victims, respectively.

### Jackson (TN) Mayor Jerry Gist (Small City): JumpStart Jackson

Mayor Gist's JumpStart Jackson initiative is a community-wide health and wellness initiative intended to make Jackson the "Healthiest City in Tennessee." Stemmed initially from a "wake-up call" the city received when a company decided against moving to the city because of potentially high employee healthcare costs, JumpStart Jackson has encouraged active lifestyles and has made an impact on the quality of life in the city. The pro-

## Small City Outstanding Achievement Program:

### Fayetteville Mayor Lioneld Jordan: Beneficial Biosolids Reuse Program

When Fayetteville saw a 600 percent increase in landfill fees between 2003 and 2009, city officials decided that it was time to find a more sustainable method to dispose the biosolids produced during the wastewater treatment process. In mid-2012, the city launched the Beneficial Biosolids Reuse Program, which combines solar and thermal drying power to produce reuse biosolids. Fayetteville has saved nearly \$1 million since the implementation combined with a reduction in

trucking and hauling. Residents see an additional benefit as the treated biosolids are sold to farmers who can use it to improve long-term soil quality without resorting to harmful chemical fertilizers.

## Hallandale Beach Mayor Joy F. Cooper: Community Benefit Program

Through the Community Benefit Program, Hallandale Beach has sought to combat sluggish economic conditions borne out of the economic recession. The CBP requires all proposals for city capital construction projects to report how the proposal would 1) employ local residents and 2) use local vendors to procure goods and services for the project. With its pilot project, the Foster Park Community Center, and other private construction in the area, the CBP has created new jobs, offered job training to local residents, and brought revenue to the city, which can be further returned to the community.

## Oak Park (IL) Mayor Anan Abutaleb: Smart City USA Project

Oak Park has improved its livability by instituting the Smart City USA Project, working to make the city "the smartest, most sustainable city in the world." Since the project began eight years ago, Oak Park became the first U.S. city to adopt a 100 percent renewable portfolio standard, first city to obtain all electric power from renewable sources, and the first city to deploy Smart Meters to all residences and businesses citywide. Through various external partnerships-including one with South Korea-and local programs, Oak Park has provided residents with greater control of their own energy usage while also saving the city money.

## York Mayor C. Kim Bracey: MENTORYork

In 2011, Bracey recognized the need for a mentorship program for youth and an opportunity for leaders in her community to ensure a positive future for their youth and developed the MENTORYork program. The program provides mentorship to students from 9th to 12th grade from mentors who are committed to help them as they advance through an important period of their lives. Mentors and students connect three to four times a week and commit to an hour a week of one-on-one time. Students benefit from talking to adults who truly care about their success while at the same time community mentors are provided the opportunity to invest in the lives of youth in the city.

## West Palm Beach Mayor Jeri Muoio: Homework Center Program

The Homework Center Program in West Palm Beach has sought to increase the academic potential of elementary age children in the city. Housed in the city public library, the Homework Center provides these students with homework assistance from hired professionals four days a week. In addition to the Homework Center, the city secured funding to create a Summer Academy, designed to combat the "summer slide" children experience over the long summer break. West Palm Beach reports that sixty percent of students who participated in the Homework Center saw an increase in their reading report card grade.

See PHILADELPHIA on page 11



# PHILADELPHIA

from page 10

## Small City Honorable Mention Program:

### Lawrence (MA) Mayor William Lantigua: The Greenway

In a city with little open space, Lawrence worked to create one through The Greenway. Though the city was established by industrial barons in the 19th century to be a compact city in order to accommodate textile workers along the Merrimack River, the city created a chain of five—soon to be six—parks all hugging the river forming an “emerald bracelet” referred to as the Spicket River Greenway. The construction of the Greenway has been effective in bringing the community of Lawrence together, providing residents with a recreational open space to stay fit, and revitalizing the Spicket River.

### Sumter (SC) Mayor Joseph T. McElveen, Jr.: Swan Lake Iris Gardens

Sumter sought to revitalize the Swan Lake Iris Gardens, Sumter’s city park that is famous across the nation. Mayor McElveen, Jr. spearheaded the effort, expanding the 150-acre park, renovating the cygnet nursery, constructing a visitor center, planting new gardens, and commissioning art throughout the park. The revitalization initiative has increased tourism in the city while at the same time ensuring that city residents and future generations have a city park with a broad array of recreational and educational opportunities.

### Sunrise (FL) Mayor Michael J. Ryan: Job Opportunities S.T.E.M. from Student Partnership

With a growing focus on S.T.E.M. education across the nation, Sunrise has put forth an initiative intended to boost their students’ interests in S.T.E.M. subjects. The Job Opportunities S.T.E.M. from Student Partnership presented two projects for students to explore, one asking students to test the quality of water using raw and treated samples and another asking students to find a solution to aid in the city’s search for a new, feasible source of raw water. Through the program, the approximately 100 student participants are exposed to science and applications of science, encouraging students to investigate the S.T.E.M. field. At the same time, Sunrise is also able to orient students to career opportunities at the city’s utilities department with the hope that some of these students will be future job candidates.

### Turlock (CA) Mayor John Lazar: Carnegie Arts Center

In a collaboration between the city and private citizen groups, Turlock built the Carnegie Arts Center. The creation of the Center came after a fire destroyed the city’s historic Carnegie Library. When the Center opened in 2011, it exceeded all expectations with the center including an art gallery on the ground floor, an outdoor plaza, two arts education

classrooms, and a large multimedia performance space. The Center, built downtown, has revitalized the surrounding area and has spurred reinvestment in businesses throughout the city.

## Large City Outstanding Achievement Program:

### Baltimore Mayor Stephanie Rawlings-Blake: Power in Dirt

The Power in Dirt program started by Mayor Rawlings-Blake aims to convert vacant lots around Baltimore into community green space given a limited city budget. At its core, Power in Dirt makes information on vacant lots accessible to the public allowing residents to apply online to “adopt” lots and receive grants to revitalize their adopted lots. So far, more than 700 lots, totalling 32 acres, have been adopted by residents. 80 percent of these lots have been revitalized into open green space with minimal direct city funding.

### Dayton Mayor Gary D. Leitzwell: “Welcome Dayton” Initiative

With cities across the country seeing changes in their population makeup, Dayton launched an initiative intended to making sure immigrants feel welcome in their city. The “Welcome Dayton” Initiative since its creation in 2011 has increased positive community police relations, built community through the arts, and supported English Language Learners. The program has touched all aspects of the city, from the public sector where government forms are being translated into Spanish and Russian to the private sector where immigrant communities are being provided with business development assistance.

### Denver Mayor Michael B. Hancock: MY Denver Card

Denver is using a simple idea of issuing a card to increase the wellbeing of the youth in Denver. The MY Denver Card program issues a card to Denver school-aged children, which provides them free access to recreation centers and public swimming pools. Since the program launched just three months ago, more than 5,500 children have enrolled. The initiative has allowed children to keep health and safe, especially after school and during the summer.

### Mesa Mayor Scott Smith: iMesa Program

As Mesa looked to find a way to engage its residents and facilitate ideas to develop the city, it turned to the internet for the solution. The iMesa program is an online website that crowdsources ideas and discussion from residents, ideas in which turn are reviewed by a steering committee for consideration by the city. Recently, a \$70 million parks plan compiled from iMesa ideas made it on the ballot in the 2012 election, with a majority of Mesa residents passing the projects.

### Washington (DC) Mayor Vicent C. Gray: Sustainable DC

Gray’s Sustainable DC initiative, which includes 143 specific actions, is a program intended to make the DC the healthiest, greenest, most liveable city

in the nation. From actions such as the creation of a “Green Cabinet” and the development of a 100,000 square foot greenhouse, DC has taken measurable steps to make itself greener and more livable. Started just four months ago, the program has already spurred economic growth, lowered greenhouse gas emissions, and greatly expanded transportation options for commuters.

## Large City Honorable Mention Program:

### Fresno Mayor Ashley Swearengin: Learn2Earn “Fresno’s Education On-Ramp”

To improve city livability, Swearengin has focused her efforts on helping facilitate options for adults that lack a high school diploma. The Learn2Earn program removed barriers for these adults who want to get their GED, train for a new career, or obtain a more traditional college education. Since 2012, the program has attracted more than a thousand participants, 600 of them in participating in training.

### Memphis Mayor AC Wharton, Jr.: Broad Avenue

Through public and private investment, Memphis has converted Broad Avenue, a historic area coming under significant decline recently, into a burgeoning arts district. Since 2006, \$17 million investment in the area has attracted 22 new businesses and tens of thousands of visitors all while maintaining the original architecture and character of the street.. Broad Avenue boasts art galleries and studios, cafes and restaurants, and a

dance collective as part of the new arts district in Memphis with a two-way cycle track soon to be completed to connect the district to other areas nearby in Memphis.

## Milwaukee Mayor Tom Barrett: Earn & Learn Program

Milwaukee’s Earn and Learn is a summer youth jobs program intended to assist young people in transitioning into the labor force through opportunities for work in the public and private sector. With 16000 young people already having participated in the program since 2005, Earn and Learn provides community work experience for teens, a city summer youth internship for high school juniors and seniors, and a private sector summer job for those from high school to age 22. The collaboration between the city and the private sector through this program has increased the number of youth jobs from under 1300 per year in 2005 to over 2500 jobs annually after the program’s implementation.

## Orlando Mayor Buddy Dyer: Main Street Program

The Main Street Program in Orlando seeks to develop eight urban commercial districts in the city by providing targeted technical assistance, training, and staff support. An Executive Director and Board of Directors for each district work together with residents and businesses to implement projects. The program has led to more than \$450 million in investment, 2,250 more jobs, and almost 400 new businesses. Not only is the city seeing economic benefits, but the focus on the districts is adding to a renewed sense of pride among the city’s residents.

## Opening Press Conference



**USCM President Philadelphia Mayor Michael A. Nutter, at podium, is joined by dozens of mayors during the opening press conference in Las Vegas to preview top priorities to be raised during the 81st Annual Meeting with a focus on deep cuts to the Community Development Block Grant program, infrastructure, jobs, municipal bonds, immigration reform, public safety, and other key goals for strengthening cities.**

# Los Angeles Mayor Villaraigosa: “This Organization is One of The Most Significant in Politics”

By Steven Lee

In a fiery speech to the nation’s mayors, Los Angeles Mayor Antonio Villaraigosa called on his colleagues to “be bold” in leading their respective cities. “As I leave, I say to you, don’t be afraid to be bold, don’t be afraid to swing for fences,” he said.

Villaraigosa, a former Conference of Mayors President, also reflected on his eight years in office. Since he took office in 2005, Los Angeles has went from three percent usage of renewables to twenty percent usage, placing the city twenty-eight percent below Kyoto levels.

Villaraigosa emphasized that environmental policy was one of many areas where mayors are leading where there federal government is not. “Virtually every city has a similar story. You go to Chicago you see green roofs. You go to New York and see energy efficiency buildings. You see mayors addressing climate change at a time when the federal government has done almost nothing,” he said.

He recalled the Conference of Mayors delegation to the Copenhagen climate talks in 2009 where he saw leaders of



**Los Angeles Mayor Antonio R. Villaraigosa**

nations “elbowing each other” to leave the meeting as quickly as possible while mayors were eager to learn from one another about initiatives they could implement back home. He also touted the forty-nine

percent drop in violent crime and homicides during his term, again explaining that cities across the country are seeing a reduction in crime even without any measurable federal investment on the issue.

Villaraigosa had strong words for Congress throughout the speech, criticizing congressional inaction on everything from climate change reform to gun control legislation. “We represent the cities, which means we represent America. We can’t be afraid to stand up to Congress on guns. We can’t be afraid to stand up to Congress on climate change, on infrastructure investment. We can’t be afraid to say to them: do your job,” he said. According to Villaraigosa, Congress is not the only problem, saying “We’ve also got to challenge our parties.”

Looking to his own future, Villaraigosa said he intends to join with a university or think tank to focus on how to bring America to the radical center. “The radical center is that place that moves forward. We know the left is not moving us forward and we know the right is certainly taking us back. The radical center is that place where you get things done and you move the country forward. Where you’re willing to compromise and collaborate, where you’re willing to say hey you know what, it’s not about ideology, it’s about practicality,” he stated.

## USCM Honors Departing Mayors



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, Cincinnati Mayor Mark Mallory, USCM Vice President Mesa Mayor Scott Smith, and USCM Second Vice President Sacramento Mayor Kevin Johnson. Mallory was first elected in 2005. Mayor Mallory has been an active and effective member of USCM, serving on the Advisory Board and chair of the Census Task Force, working tirelessly to arm mayors with information that has helped them secure a more accurate census count.**



**At right, USCM President Philadelphia Mayor Michael A. Nutter presents Los Angeles Mayor Antonio R. Villaraigosa with a USCM plaque honoring his service as mayor of Los Angeles. USCM Past President and former Los Angeles Mayor Antonio Villaraigosa was an active member since he was first elected in 2005, serving as USCM President from 2011–2012. He hosted the 2007 Annual Meeting, chaired the task force on poverty and opportunity, and advanced America Fast Forward and comprehensive immigration reform to the national stage.**



# Los Angeles Mayor-Elect Garcetti Will Be Active Member of Conference of Mayors

Los Angeles Mayor-elect Eric Garcetti spoke to the nation's mayors on June 21, expressing his desire to work closely with the Conference of Mayors. "I look forward to working with you," Garcetti said. "I'm excited to listen, to learn, and to lead along side you."

Speaking ten days ahead of his inauguration as mayor, Garcetti argued that mayors are "uniquely poised" to change the political culture in the country too focused on what is happening in Washington (DC) and on the next presidential election. "We can change that... by bringing an old-fashioned political value of shoe leather of engagement, of knocking on people's doors of doing townhalls and marrying that with what's changing in the world before us, the way we buy things on Amazon, the way we talk to one another by getting on Skype," Garcetti said.

Garcetti pointed to his own personal experience as a city councilman. Tackling the problem of graffiti in Los Angeles, Garcetti not only engaged 400 block captains to help clean walls throughout the city but also introduced a smartphone app that engaged all residents to quickly report graffiti to the city.

Former Los Angeles Mayor Antonio R. Villaraigosa, a former Conference of Mayors President, introduced Garcetti before he spoke. "I couldn't be prouder to bring up someone who's been a colleague and a friend," he said. "This is a guy that's ready for the job and that's the best way I would define him."

Villaraigosa also reflected on the important role Garcetti had during his time in office especially due to Garcetti's position as president of the city council.

Garcetti ended his remarks emphasizing again his commitment to working



Los Angeles Mayor-elect Eric Garcetti speaks to mayors June 21.

with the Conference of Mayors and other mayors during his tenure. "Let's get the shoe leather to hit the Silicon chip, let's do the old-fashioned politics with new-fangled ways and I look forward to engaging with you for many years to come and showing Americans that politics matters and we can get it done," he said.



## U.S. Conference of Mayors, Brazilian Association of Mayors Forge New Partnership

### Sign MOU Pledging to Work on Key Issues Impacting Both Countries Including: Improving Public Transportation, Waste Management

By Evangelina Garcia

During Conference President Mesa (AZ) Mayor Scott Smith's Inaugural Address, he emphasized that increasing Trade with the Americas will be one of his top priorities as incoming President. Therefore, one of the first action steps he took as Conference President was to sign a Memo of Understanding with a National Organization of Mayors from Brazil, the Frente Nacional de Prefeitos (FNP) to strengthen the cooperation and communication between the U.S. Conference of Mayors and the FNP. The new partnership will also seek to increase the level of cooperation and communication between local leaders of the two nations.

Joined by Second National Vice President of the Brazilian Association of May-

ors (FNP) Mayor Maguito Vilela from Aparecida de Goiania in Brazil, and Conference of Mayors CEO and Executive Director Tom Cochran, Smith signed a MOU pledging to share best practices in a variety of key areas. The priority issue areas will include exchanging best practices and learned lessons in dealing with: the disposal of solid waste; improving infrastructure and public transportation; tools for enhancing e-government; and sharing local governance policies.

"Our goal through the MOU is to encourage U.S. and Brazilian mayors to exchange experiences, share local policies, and learn from each other about how to successfully overcome similar local challenges to improve our cities," said Smith.

Vilela, who has vast experience serving in high public office including as a former Governor, Congressman and Senator in Brazil, traveled to the U.S. to demonstrate the FNP's commitment to work jointly with the Conference of Mayors, at the mayor-to-mayor level to strengthen international cooperation among local leaders. "For FNP it is an honor to be here to sign a document of cooperation that benefits the cities of our countries," said Vilela. "This close friendship between our nations goes back a long way, as we can recall from history that the U.S. was the first country to recognize the independence of Brazil. Today, the U.S. is the second largest trading partner of Brazil."

"We have a lot to learn from Brazil and as a neighbor to our south, we really look forward to exchanging ideas and increasing cooperation among our mayors," said Cochran.



Left to right, USCM CEO and Executive Director Tom Cochran, Second National Vice President of the Brazilian Association of Mayors (FNP) Mayor Maguito Vilela from the City of Aparecida de Goiania in Brazil, and USCM President Mayor Scott Smith signed an MOU pledging to create a partnership between USCM and FNP.

## USCM on the WEB

[usmayors.org](http://usmayors.org)



# Baltimore, Racine, York Named Recipients of USCM/Weight Watchers "Healthy Communities Grants"

## Qualifying City Residents Will Receive up to \$1 Million in Weight Watchers Memberships

The Conference of Mayors and Weight Watchers International, Inc. (the world's leading provider of weight management services), during the Annual Meeting in Las Vegas, named three cities as recipients of Healthy Communities Grants. The Healthy Communities Grant Program is a new initiative of the Conference of Mayors and Weight Watchers, designed to help communities curb obesity by fostering healthy lifestyles. The three winning cities — Baltimore, Racine, and York — were recognized for their leadership in developing healthy lifestyle programs within their cities, with a special focus on low-income residents and communities. The goal of the Healthy Communities Grants Initiative is to recognize and broaden innovative solutions to the obesity epidemic by creating partnerships between government, business and community members to work together to foster healthier living environments.

The winning cities were selected by an independent panel of judges, one from each of three population categories (small, medium and large). Each of the three cities will receive a portion of up to \$1 million in partially subsidized Weight Watchers memberships for local residents who qualify based on health status and financial need, in addition a \$25,000 grant to administer their winning program. Weight Watchers' program has been shown to be effective at encouraging and sustaining weight loss by more than 85 clinical studies published over the last 15 years.

The three winning cities were recognized on June 24 during the morning business session. Weight Watchers International, Inc. Marketing Senior Vice



**Left to right, USCM CEO and Executive Director Tom Cochran, Weight Watchers International Marketing Senior Vice President Cheryl Callan, USCM President Philadelphia Mayor Michael A. Nutter, Baltimore Mayor Stephanie Rawlings-Blake, Racine Mayor John Dickert, York City Health Bureau Director Barbara Kovacs, USCM Vice President Mesa Mayor Scott Smith, and USCM Second Vice President Sacramento Mayor Kevin Johnson hold the check representing nearly \$1,000,000 in retail value of Weight Watchers memberships that will be spread across the three winning cities.**

President Cheryl Callan was on hand for the official award presentation. "Treatment for obesity must go beyond the commonly heard advice to eat less and exercise more," Callan said during her remarks. "Research shows that people are far less likely to be successful when they try to lose weight on their own. They need ongoing and consistent support to develop the sustained behavior changes required to lose weight and keep it off." Callan noted that this need for support for weight loss efforts across sectors was one of the primary motivators for Weight Watchers' decision to partner with the Conference of Mayors on this initiative, as well as the mayors' role as CEOs of cities and their power of the 'bully pulpit.' "You have the power to shape the environment where your employees work, as well as the streets and parks where your citizens get active," Callan said.

### Brief Descriptions of Each City's Program

**Baltimore:** Chronic diseases including heart disease, type 2 diabetes and stroke are the leading cause of death and disability in Baltimore City. For this reason, Mayor Stephanie Rawlings-Blake and the Baltimore City Health Department



**Senior Vice President for Weight Watchers International Cheryl Callan presents the first 2013 USCM/Weight Watchers Healthy Communities Awards to the cities of Baltimore, Racine and York.**

(BCHD) have identified reduction of cardiovascular disease and obesity as key health priorities. Reducing obesity and improving heart health are amongst the priority areas in Healthy Baltimore 2015, the city's health policy agenda. BCHD has undertaken numerous efforts to counter obesity, including providing access to healthy foods and safe opportunities for physical activity. One program—B'more Fit for Healthy Babies—is designed to help postpartum, low-income women lose weight after giving birth. Weight Watchers leaders host weekly Weight Watchers meetings, and local fitness experts from the YMCA of Central Maryland, Brick Bodies and Lewis and Sanders Health and Fitness offer weekly exercise instruction to participants. Since the program's implementation in February 2012, more than a fifth (21.6 percent) of the 278 participants has lost 10 percent of their body weight. The Healthy Communities Grant will allow the program to expand to serve more women in two high-need Baltimore neighborhoods and women and men,

including seniors, in another area with high obesity rates.

**Racine:** Obesity rates are 6 percent higher for adults in Racine County than the national average, making chronic disease prevention a top priority for Racine. Mayor John Dickert has led by example by participating in "Beat the Boss" and other worksite wellness competitions to shed weight and increase activity. Dickert has convinced local business leaders to participate in the Well Racine initiative, a component of Well City USA. As a result, community businesses are successfully providing results-oriented wellness programs for nearly 16,000 employees. Through the Healthy Communities Grant, Racine hopes to expand its Well City Racine designation to a Well County Racine designation. To meet this goal, Well County Racine businesses will work with Weight Watchers to offer qualified residents partially subsidized Weight Watchers memberships. This effort will help Racine take its successful strategies for healthy eating, physical activity, weight loss and reduction of chronic illness to a new level.

**York:** Inspired by the First Lady's Let's Move program, Mayor C. Kim Bracey launched Let's Move York City in September 2012 and set a goal for residents to shed 5,000 pounds and log 350,000 minutes of physical activity in a year. Let's Move York City strives to foster healthy lifestyles supporting innovative programs such as "Healthy Kids on the Move," "Play Streets" and "Eat, Play, Breathe York." One in three York residents lives below the poverty level, so the Healthy Communities Grant is designed to help parents who qualify, through body mass index and income-level criteria, gain access to partially subsidized Weight Watchers memberships from the program grant. The goal is to give York adults knowledge and tools to reach a healthier weight so that they can, by example, teach their children healthy behaviors and how to be more active for life.

"The U.S. Conference of Mayors has long been committed to mayor-driven health promotion activities in communities nationwide," said. Conference of Mayors President Philadelphia Mayor Michael A. Nutter in announcing the awards. "We are proud to work with Weight Watchers on this important initiative to help cities support qualifying residents in achieving a healthier lifestyle. We commend Baltimore, Racine and York for their commitment to healthy living, and congratulate them on being selected as grant recipients."

To view videos of each of the winning cities' initiatives, or for more information about the Healthy Communities Grant Program, contact Crystal Swann on the Conference of Mayors staff by telephone at (202) 861-6707, or send e-mail to [cswann@usmayors.org](mailto:cswann@usmayors.org). You may also visit the website [usmayors.org/weight-watchers](http://usmayors.org/weight-watchers) for more information.

## San Francisco, Indianapolis Selected to Host Annual Meetings

The Site Selection Committee met in Las Vegas and selected the following cities to host Annual Meetings of The U.S. Conference of Mayors:

2015 — San Francisco

2016 — Indianapolis

Dallas had been previously selected to host the 2014 Annual Meeting, which will take place on June 20-23.



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# Panel Focuses on Providing STEM Education to Underrepresented Minorities

By Steven Lee

A program partnership between public and private sectors is proving to be very successful in cities and communities throughout the nation with a continued focus on STEM (Science, Technology, Engineering, and Math) education across the country, according to information provided in a panel moderated by then Conference of Mayors President Philadelphia Mayor Michael A. Nutter at The U.S. Conference of Mayors 81st Annual Meeting in Las Vegas.

During the conversation, titled "Preserving the American Dream: STEM Education In Action," panelists discussed the MESA (Mathematics Engineering Science Achievement) initiative in Philadelphia where Temple University, fashion company Villa, and the United States Navy have partnered to provide STEM education to middle and high school students in the Philadelphia area.

The panel began with a powerful video that panelist Villa Vice President of Marketing Patrick Walsh described as showing "the pursuit of the American Dream in the 21st century." In the video, students shared their experience and reasoning behind joining the MESA program and what this opportunity to learn meant to them. One student explained that he wants "to inspire people in my



**Left to right, USCM President Philadelphia Mayor Michael A. Nutter, Central High School Senior Isayu Watts, Villa Vice President of Marketing Patrick Walsh, and Temple University STEM Education, Outreach, and Research Director Dr. Jamie Bracey.**

community that they too can do exactly what I'm doing."

Philadelphia MESA students and administrators alike praised the program as a great opportunity for minorities to have a chance at the new American dream.

Director of STEM Education, Outreach, and Research at Temple University Dr. Jamie Bracey further described the program, which started 40 years ago in Berkeley and has since spread to ten

different states with several other states on track to join the program in the near future. As Bracey explained, the MESA program always involves a university partnership with the community where the university is the main source of the learning and completely independent of public school districts. Through the program, middle school and high school students take classes learning about STEM fields such as computer programming

at Saturday classes. Bracey emphasized to mayors that there are ways to benefit from the MESA program even if the city is not affiliated with a local university.

Ultimately, Bracey pointed out, the point of the programs such as MESA is not just to teach kids about "science or robotics" but to help create a national identity around STEM education.

Bracey was also joined by Iyasu Watts, a senior at Central High School and MESA initiative student, who extensively shared his own experience. Watts, a Philadelphia native, identified the program as instrumental in his education. Starting from learning basic programming to building a smartphone application, Watts only saw his interest and dedication to the program grow. He recalls that when kids in his class were instructed to build a smartphone application there was a sense of competition that made him do research outside of the Saturday classroom in order to perfect his Android phone application.

Mayors also had the opportunity to hear from a representative at the U.S. Navy who spoke about the MESA partnership and more broadly about the importance of STEM education.

Walsh ended the discussion by saying that the program is not really about helping any ethnicity or race and that it is really about helping everyone who wants to have a chance receive that chance for the betterment of not just those individuals but for the American economy and all businesses in this new age.

# Zappos CEO Shares Ambitious Plan to Transform Downtown Las Vegas

By Steven Lee

Zappos.com CEO Tony Hsieh spoke to mayors about his ongoing project to revitalize a portion of Las Vegas and transform the very face of the Vegas downtown area. Termed the "Downtown Project," Hsieh and a group of investors are investing \$350 million into creating a community-focused city in Fremont East, an area in Las Vegas little-known by tourists.

The idea came to them during the planned move of Zappos headquarters from Henderson (NV) to the old Las Vegas city hall. Management solicited ideas from employees and visited the headquarters of Nike and Google to build the perfect "Zappos campus" where the city hall stood. After realizing how insular the Nike and Google campuses were, Hsieh and others began to look at it from a new angle. "We actually thought to ourselves, 'what if we turn the whole thing inside out and instead of focusing on ourselves, taking an approach that's more like NYU where the campus kind of blends in with the city and you don't know where one begins and the other ends,'" he said.

Born was the Downtown Project which prioritizes three things: building a city where living, working, and playing are all within walking distance, transforming the area into the most community focused



**Zappos.com CEO Tony Hsieh talks to the nation's mayors about the "Downtown Project."**

large city in the world, and encouraging co-learning and co-working. \$50 million are being earmarked to investing in small businesses according to Hsieh, with investments going to those with ideas that are unique, community building, and story-worthy. Another \$50 million are used to entice tech startups to move to the Fremont East area. With more than 30 start-

ups already relocating in the last year, Hsieh expects even more techies to move to Las Vegas in the future. "How many times do you have in a lifetime to shape the future of a major city?" Hsieh added.

Beyond that, the Downtown Project has created or is in the process of creating a shipping container park, bike sharing program, car sharing program, early childhood center, and a TED-talk style speaker series, all in the hopes that residents will innovate and "collide" with one another. According to Hsieh, the idea of maximizing "collisions" is at the very center of all these projects, and even at Zappos. "We actually prioritize collisions over convenience at Zappos," he said. Hsieh mentioned that in an effort to encourage collisions between employees for more innovation, the company plans to remove the walkway between the parking garage and the main offices at their headquarters, forcing employees to walk outside to a pseudo-lobby in order to get to work.

In this new downtown, Hsieh said residents should be viewed by a new metric: the number of collisionable hours — how often residents are in settings in the community such as a locally owned coffee shop or diner where others can collide with them to foster new ideas.

Hsieh closed with hope that this Down-

town Project is one that can be replicated throughout the country. "If we can make downtown Vegas a place of entrepreneurial energy, inspiration, creativity, and discovery in a place where people may least expect it," he said, "then we believe that hopefully our approach to doing it through maximizing collisions, community, and co-learning and really thinking about creating a culture of openness and collaboration will spread to other communities and cities as well."



**Former Chicago Mayor Richard M. Daley, a past Conference of Mayors President, speaks to mayors about the Global Cities Initiative at the Inaugural Luncheon June 24.**



# Asheville, Salt Lake City Win Mayors' Top Climate Protection Awards

By Kevin McCarty

Asheville Mayor Terry Bellamy and Salt Lake City Mayor Ralph Becker were honored June 21 during the opening plenary session of the Conference's 81st Annual Meeting in Las Vegas as the top winners of the 2013 Mayors' Climate Protection Awards.

In opening the special awards luncheon, Conference of Mayors President Philadelphia Mayor Michael A. Nutter said, "If you want to learn about what can be done to fight climate change, look no further than our cities. Today, for the seventh year, we gather to recognize the efforts of mayors who are at the forefront of climate protection. The Mayors' Climate Protection Awards — given to those mayors who have demonstrated significant leadership and innovation — are designed to recognize the 'best' of our best practices."

In his official statement announcing the 2013 winners, Nutter said, "Mayor Becker and Mayor Bellamy are great examples of the strong leadership at the local level working on climate protection. As others debate these issues, mayors are acting on real climate solutions, showing how to curb both energy use and climate-harming emissions."

## Salt Lake City Working for a Sustainable Future

"In Salt Lake City, we are committed to doing what we can right now to address the climate change impacts that are already being felt at a local level, and will only become more challenging," said Becker in comments on winning the top award among large cities.



**Left to right, Los Angeles Mayor-elect Eric Garcetti, USCM Second Vice President Sacramento Mayor Kevin Johnson, USCM Past President Los Angeles Mayor Antonio Villaraigosa, USCM CEO and Executive Director Tom Cochran, Salt Lake City Mayor Ralph Becker, Walmart Vice President Greg Hall, USCM President Philadelphia Mayor Michael A. Nutter, USCM Vice President Mesa Mayor Scott Smith, Las Vegas Mayor Carolyn Goodman, and USCM Past President Burnsville Mayor Elizabeth B. Kautz.**

"Setting goals for ourselves like constructing net-zero public facilities is one of the many things we can do as a community to help address the mitigation and adaptation necessities that will ensure a vibrant and sustainable future for our City," he said.

Becker was selected as the top winner in the large city category for the city's "net zero" public safety building and Salt Lake Community Solar, a unique, market-driven approach to reducing the cost of solar energy for city businesses and homeowners.

## Asheville's Green Capital Improvement Program

In her comments on winning the top award in the small city category, Bellamy

said, "By reinvesting our energy savings through our Green Capital Improvement Program, we are reducing air pollution in our region, making neighborhoods safer by installing high quality LED lights, and demonstrating fiscal responsibility by recycling tax dollars."

At the award ceremony, Asheville Council Member Marc Hunt accepted the award for Bellamy, stating, "If she [Bellamy] were here today, she would give credit to her very bright staff who are not afraid to push the envelope and also to the citizens of Asheville, who hold the public officials there, the elected officials accountable, to do good things with our public resources."

"Mayors are leading the way on climate protection just like so many other issues before the nation," said Conference of Mayors CEO and Executive Director Tom Cochran. "In their cities, we can see the innovation and imagination that leads to new strategies to combat the growing energy and climate challenges before us."

At the session, Nutter also praised Walmart for its sponsorship of the annual awards program, which is now in its seventh year, and thanked Greg Hall, Walmart's Vice President of U.S. Sourcing and Manufacturing for his company's strong support of the mayors' work on climate protection.

In his comments, Hall talked about Walmart's shared commitment with cities on climate protection and how its campaign to promote more U.S. manufacturing is part of their climate strategy. "Climate protection and U.S. manufacturing actually do go together," said Hall. "The closer you can get, the more local that your purchases can be to where the consumption happens, the better it is for the climate."

Hall said the company recently committed to increasing the purchase of U.S. made, sourced and grown goods by \$50 billion, and that it had also pledged to hire any honorably discharged veteran who has served in the military in the last year. Launched Memorial Day, more than



**Asheville Council Member Marc Hunt represents Mayor Terry Bellamy, the top winner in the small city category, during the 2013 Mayors' Climate Protection Awards luncheon.**

1,700 veterans had already been hired and were working for the company.

## Honorable Mention Winners

In addition to the two first place winners, Honorable Mention Awards were presented to mayors of four large cities and six small cities.

Large cities (with a population of 100,000 or more) receiving these awards were: Akron Mayor Donald L. Plusquellic, Indianapolis Mayor Gregory A. Ballard, Milwaukee Mayor Thomas Barrett, and Washington (DC) Mayor Vincent C. Gray.

Small city (below 100,000 population) awardees were: Small City Honorable Mentions: Cathedral City (CA) Mayor Kathleen J. DeRosa, Dubuque (IA) Mayor Roy D. Buol, Highland Park (IL) Mayor Nancy R. Rotering, Hillsboro (OR) Mayor Jerry Willey, Lancaster (PA) J. Richard Gray, and Normal (IL) Mayor Chris Koos.

Brief descriptions of 2013 award winning programs can be found online at: [usmayors.org/climateprotection/2013awardees](http://usmayors.org/climateprotection/2013awardees).

## Closing Press Conference



**USCM President Mesa Mayor Scott Smith was joined by a dozen mayors during the closing press conference to decry proposed cuts in Washington to reduce CDBG programs in half. According to a report released at the annual meeting, 312,000 jobs would be lost if a proposal is adopted that would cap tax-exempt municipal bonds at 28 percent. "Mayors built America with CDBG and municipal bonds. Now Washington wants to demolish these programs when the vast majority of our metro areas need every means to create jobs," said Smith.**



# DuPont Updates Mayors on Platinum Partnership, Announces Winners of \$250,000 for Lead Safe Grants

DuPont Public Relations Manager Mary Kate Campbell spoke to the mayors about DuPont's Platinum Partnership with The U.S. Conference of Mayors. For the past 13 years, DuPont has invested more than \$5 million and numerous resources to assist mayors in making cities safer, smarter, and healthier.

As a part of this program, DuPont awarded a total of \$250,000 to four cities to support their efforts in Lead Safe programs. Campbell announced the winners of the Lead Safe for Kids Sake grant competition.

The Award of Distinction winners each received \$50,000. They are:

- Lansing (MI) Mayor Virg Bernero
- Dubuque (IA) Mayor Roy Buol
- Denver Mayor Michael Hancock

The Award of Excellence winner received a grant of \$100,000 for their application. The winner was Fresno Mayor Ashley Swearengin.

In addition to announcing the Lead Safe Grant winners, Campbell provided an overview of what DuPont has been working with mayors on over the course of this year.

DuPont sent 20 teachers to the National Science Teachers Association's Conference in San Antonio. This conference is the Super Bowl of science education where teachers attend workshops and lectures that provide them with hands on activities and curriculum to be used in the classroom. DuPont covered airfare, hotel and conference registration for teachers from San Antonio, Fresno, Sacramento, and Dallas.

DuPont has also been actively working with mayors to send science and math teachers to their DRIVING SCIENCE program. This professional development institute is sponsored by DuPont Motor Sports, Daytona International Speedway, and Clemson University and is held at different raceways across the country. DRIVING SCIENCE provides a venue for teachers to work to strengthen content knowledge in STEM disciplines and take them back to their classrooms.

This year, DuPont will sponsor teams of teachers to attend events at the Darlington Raceway, Chicagoland Speedway, Dover International Speedway and Talladega Superspeedway.



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, Lead Safe Grant Award of Distinction Winner Dubuque Mayor Roy Buol, Public Relations Manager for DuPont Mary Kate Campbell, and USCM Vice President Mesa Mayor Scott Smith.**



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, Public Relations Manager for DuPont Mary Kate Campbell, Lead Safe Grant Award of Distinction Winner Lansing Mayor Virg Bernero, and USCM Vice President Mesa Mayor Scott Smith.**

DuPont's long standing Science in the School Day program is still working to bring some of DuPont's brightest engineers to your cities to show your elementary students that science can be fun. To date, DuPont has brought the program to over 300 cities and 500 schools — reaching over 40,000 students.

In addition to getting kids excited about science, DuPont has reached out to science teachers in Conference of Mayors cities. In the past six months,

DuPont is also donating turn-out gear to cities. As part of DuPont's Wear Trials Program, DuPont made donations of turn-out gear made with DuPont Kevlar and Nomex to New Orleans and Mesa. This state-of-the-art gear is actively being worn by fire fighters in those cities.

If you are interested in any of these programs or would like to schedule a Science in the School Day event, contact the program at [scienceintheschoolday@verizon.net](mailto:scienceintheschoolday@verizon.net).



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, Denver Mayor Deputy Chief of Staff Stephanie O'Malley, Public Relations Manager for DuPont Mary Kate Campbell, and USCM Vice President Mesa Mayor Scott Smith.**



**Left to right, USCM CEO and Executive Director Tom Cochran, USCM President Philadelphia Mayor Michael A. Nutter, Lead Safe Grant Award of Excellence Winner and Fresno Mayor Ashley Swearengin, Public Relations Manager for DuPont Mary Kate Campbell, and USCM Vice President Mesa Mayor Scott Smith.**



# Mayors Promote Summer Youth Jobs and Financial Education

DollarWise met with mayors from across the country at The U.S. Conference of Mayors Annual Meeting in Las Vegas to discuss issues pertaining to financial literacy and summer youth employment. Cincinnati Mayor Mark Mallory chaired a June 24 workshop where mayors had the opportunity to share their unique approaches to providing summer jobs to youth and maintaining robust financial literacy initiatives in their cities.

Mayors promoted the National Summer Youth Jobs Challenge, which allows cities to register their summer jobs programs online for the opportunity to be recognized at the 2014 USCM Winter Meeting. They also discussed the DollarWise Summer Youth Jobs Contest, which allows youth involved in summer jobs to complete an online financial education curriculum and win an assortment of prizes. These initiatives are part of the DollarWise goal of integrating financial literacy into every summer youth job by 2015.

Mallory kicked off the workshop with remarks on his city's Summer Youth Jobs Expo, which works with over 5,000 youth and 100 employers to provide job opportunities for young people. His program incorporates a financial literacy into each youth's work experience.

Washington (DC) Mayor Vincent Gray spoke about his city's Summer

Youth Employment Program. Operating through DC's Department of Employment Services, the initiative serves over 14,000 youth per year. The city invites private companies and nonprofit organizations to participate in placing youth in their organizations for 6 weeks.

Chester Mayor John Linder discussed his city's Employer Paid Internship program, which places over a 100 youth, ages 16-21, in summer jobs across the city. Linder works directly with private companies and nonprofit organizations to place youth in summer jobs. Youth in the program complete a financial literacy component, which includes training on budgeting and personal finance.

Global Corporate Social Responsibility of Bank of America Charitable Foundation Senior Vice President Wynne Lum spoke on the importance of providing summer youth employment and financial literacy to youth in all cities. He also touched on some of the great work that Bank of America is currently doing to support financial literacy and summer youth employment in cities across the United States.

Wichita Director of Housing Mary Vaughn spoke about Wichita Mayor Carl Brewer's Way to Work program, which provides paid work experience to youth ages 14 and 15 living in public or section 8 housing. The program also includes a paid, four-hour skills workshop session



**Left to right, Chester Mayor John Linder, Ximena Delgado of The Bank of America Foundation, Washington (DC) Mayor Vincent Gray, The Bank of America Foundation Wynne Lum, Pinellas Park Mayor Sandra Bradbury, Cincinnati Mayor Mark Mallory, and St. Louis Mayor Francis Slay.**



each week, which includes financial literacy training.

Baltimore Mayor Stephanie Rawlings-Blake had the opportunity to discuss Baltimore's YouthWorks Summer Jobs Program, which places 5,000 young people, ages 14-21, in employment opportunities at more than 400 worksites. The program also includes a robust financial education component for youth involved in the program.

Jacksonville Mayor Alvin Brown then closed the session with remarks on his city's Summer Youth Job Program, which provides youth ages 16-21 with work experience in businesses and community organizations across the city. While in the program, youth learn important skills including business etiquette, and are granted exposure to potential career fields.

To register for the National Summer Youth Jobs Challenge, visit the website [www.usmayors.org/jobschallenge](http://www.usmayors.org/jobschallenge). To register for the DollarWise Summer Youth Jobs Contest, youth with summer jobs can visit the website: [www.bedollarwise.org/syc](http://www.bedollarwise.org/syc).

For more information on the DollarWise Campaign, contact Program Manager James Kirby by phone at: (202) 861-6759, or send email to: [jkirby@usmayors.org](mailto:jkirby@usmayors.org).

## 312,000 Jobs Will be Lost Annually by Administration, Congressional Proposal to Limit Tax Exempt Bonds

By Dave Gatton

In a new report released June 24 by The U.S. Conference of Mayors at its 81st Annual Meeting in Las Vegas, nearly 312,000 jobs would be lost annually if President Obama's proposal to limit tax exempt municipal bonds were to become law. The National League of Cities joined the Conference of Mayors in sponsoring the study.

Prepared by IHS Global Insight, the report says that in 2012, if the President's 28 percent benefit cap on municipal bonds had been in effect, these lost jobs would have cost workers \$16.4 billion of labor income, and the U.S. economy would have lost \$24.7 billion of Gross Domestic Product (GDP).

Under a full repeal scenario, proposed by the Simpson-Bowles Commission, nearly 900,000 jobs would be lost annually, accounting for \$46.9 billion in lost wages, and \$70.7 billion in lost GDP.



"Mayors built America...with municipal bonds," said Conference of Mayors President Mesa Mayor Scott Smith. "Now America wants to demolish these programs when the vast majority of our metro areas need every means to create jobs," he said.

"Changing the tax exempt status of municipal bonds is simply a bad idea," said Philadelphia Mayor Michael Nutter, Conference of Mayors Immediate Past President.

Last week, Senate Finance Committee Chair Senator Max Baucus (MT) and Ranking Member Senator Orin Hatch (UT) said they would start the tax reform process with a clean slate, meaning that all tax benefits and preferences would be removed and senators would have to justify placing them back

into the proposed legislation. The House is likely to take a similar approach.

Tax exempt municipal bonds have been used for over 100 years to build the nation's schools, hospitals, roads, transit systems, water and wastewater systems and other critical infrastructure.

Over the last decade (2003-2013), localities financed \$1.65 trillion of these infrastructure projects through tax exempt municipal bonds. Had the 28 percent cap been in effect during the decade, it would have cost state and local governments an additional \$173 billion of additional interest expense. With full repeal, those interest costs would have increased to \$495 billion.

For a full copy of the report, U.S. Metro Economies: Jobs Impact on Proposals to Limit the Municipal Bond Market, visit the website [usmayors.org](http://usmayors.org).

# Mayors and Business Leaders Speakers



*Left to right, USCM CEO and Executive Director Tom Cochran, HDR Vice President David Cobb, and Mayors Business Council Chair Long Beach Mayor Bob Foster recognize Cobb for his service as co-chair of the Mayors Business Council Steering Committee.*



*Siemens Corporation State and Local Government Affairs Director Tom Philips, co-chair Mayors Business Council Steering committee.*



*Oscar Goodman, former mayor of Las Vegas (1999-2011), discusses his book "Being Oscar" at the Mayors and Business Leaders Breakfast.*



*USCM Mayors Business Council Chair Long Beach Mayor Bob Foster addresses mayors and business leaders.*



*Mueller Systems, Inc. Vice President of Sales Dan Hack, sponsor of the Mayors and Business Leaders Breakfast*



*Philips Lighting Chairman Emeritus Zia Eftekhari, co-sponsor of the Inaugural Luncheon honoring USCM 71st President Mesa Mayor Scott Smith.*



*JP Morgan Chase & Co. Arizona and Nevada Market Manager Joe Stewart, co-sponsor of the Inaugural Luncheon honoring USCM 71st President Mesa Mayor Scott Smith.*



*Newton (MA) Mayor Setti Warren, Chair of the USCM Community Development and Housing Committee, encourages mayors to call members of the House of Representatives and urge them to oppose deep cuts in the Community Development Block Grant (CDBG) program and the HOME Investment Partnerships program. Warren also announced a new USCM website dedicated to CDBG. He called for mayors to develop their own city CDBG webpage on the new site, which will show Congress and others the accomplishments and value of the CDBG program. Warren addressed the mayors during Sunday's (June 23) plenary session.*



*USCM Past President Boston Mayor Thomas M. Menino could not attend the Annual Meeting, but spoke to his colleagues via teleconference and was honored by a special resolutions offered by Newton Mayor Setti Warren.*



## U.S. Mayors Lead the Way for Employee Benefits Governance, Best Practices

By Kathryn Kretschmer-Weyland

Over 30 mayors from around the country gathered for a special forum highlighting best practices in employee benefits at this year's 81st Annual Meeting held in Las Vegas. Mayors heard from a panel of experts in topics ranging from investments, wellness programs, 457(b) defined contribution plans, and supplemental employee insurance.

Kicking off the panel was Colonial Life Public Sector Manager Bill Heydt. He focused on a study conducted by the Government Finance Officers Association, explaining key ways that cities can save money through prudent management of their health and benefits programs. Heydt highlighted three key areas for cost savings that mayors could apply immediately in their cities: dependent verification, Section 125 flexible spending programs, and wellness initiatives. Through the Conference of Mayors partnership with Colonial Life, cities can take advantage of these solutions at no cost.

After Heydt summarized the GFOA's findings, mayors also shared what works in their cities: a smoking cessation program, as explained by Des Moines Mayor Frank Cownie, and a boot camp exercise program used by Hallandale Beach Mayor Joy Cooper.

The session also included guidance on meeting fiduciary obligations in city retirement programs. As U.S. Conference of Mayors CEO and Executive Director Tom Cochran explained, "We are providing much needed information and updates on responsible investment practices, and allowing for access to a group of experts that can answer questions at no cost."



**Left to right, Colonial Life Public Sector Manager Bill Heydt, Consultant Gregg Seller, Great-West Financial VP of Investments Cathe Tocher, USCM President Philadelphia Mayor Michael Nutter, Great-West Financial VP of Client Services Theresa Cruz-Myers, Columbia (SC) Mayor Steve Benjamin, USCM Vice President Mesa Mayor Scott Smith, and USCM CEO and Executive Director Tom Cochran.**



**Left to right, Pinellas Park (FL) Mayor Sandra Bradbury, USCM CEO and Executive Director Tom Cochran, Columbia (SC) Mayor Steve Benjamin, and Great-West Financial VP Theresa Cruz-Myers celebrate Pinellas Park's transition to the USCM Retirement Program.**

Great-West Financial Investments Senior Vice President Cathe Tocher provided a condensed market update to forum attendees. This topic provided useful information for pension plans, other long-term investments, and personal finances. On the heels of a major market shift the week of June 14, Tocher explained that this was part of a continuing trend that the market is recovering and will continue to bounce back after the slow trough of the financial crisis.

The forum concluded with best practice information presented by retirement plan expert Gregg Seller. Seller covered fourteen current trends and best practices, highlighting statistics around automatic enrollment. While on average 26 percent of public sector employees save in a supplemental retirement program, of employees who were automatically enrolled, 98 percent continued saving. This is an incredible number, and one that certainly resonated with the audience. Great-West Financial Client Services Vice President Theresa Cruz Myers further elaborated on how these best practices are available to cities through the Conference of Mayors Retirement Program with Great-West.

Incoming U.S. Conference of Mayors President Mesa Mayor Scott Smith echoed his support, explaining, "I can only exceed as high as my employees perform. This is a number one priority for me."

Through its partnerships with Great-West Financial and Colonial Life, The U.S. Conference of Mayors is dedicated to making affordable, innovative, and competitive employee benefits a reality for all cities.

For more information on how to implement these programs in your city, contact Jeff Bean at 202-446-8140/ [jbean@usmayors.org](mailto:jbean@usmayors.org), or contact Jeannie Fanning at 240-393-9672/ [jfanning@usmayors.org](mailto:jfanning@usmayors.org).

## Forum Examines Resurgence of Streetcars in America

By Elizabeth Renda

Mayors from all across the country joined a panel of experts for a special forum on the resurgence of streetcars as a transportation option in cities, titled "The American Streetcar — A City Comeback Story."

The June 22 session, led by Portland (OR) Mayor Charlie Hales, featured a panel dialogue with participating mayors on streetcar investment and development. Joining with Hales were Federal Transit Administration Regional Administrator Leslie Rogers, who offered advice on how to access federal resources to support local streetcar projects, and Siemens Vice President for Strategic Business Development Robin Stimson, who shared his perspectives on the expanding market for streetcar systems throughout the U.S.

Hales introduced the forum participants to some of the top issues and challenges



**Right to left, Portland (OR) Mayor Charlie Hales, Federal Transit Administration Region IX Administrator Leslie Rogers, and Siemens Vice President for Strategic Business Development Robin Stimson.**

in developing a streetcars locally, drawing upon a lifetime of experience in the industry where he had established a national reputation as a top private sector leader in the field. As now mayor of a city that has been at the forefront of the nation's streetcar revival and one that continues to demonstrate the transportation and economic value of investing in these systems, Hales advised his mayoral colleagues on actions to consider in working to bring streetcars to their cities and regions.

"There is an impressive parade of streetcar projects lined up for the next few years," Hales said. "These include projects in Washington (DC), Seattle, Tucson, Dallas, Atlanta, Kansas City, Cincinnati, Detroit, and more."

"It's a really exciting time for streetcars," said Rogers. "I'm struck by the title of this session — it is indeed a comeback story."

**See STREETCARS on page 22**

# USCM, Google Partner to Get America's Small Businesses Online

By David W. Burns, Monica Attia, and Steven Lee

The United States Conference of Mayors and Google launched a partnership built around getting America's small businesses online during the 81st Annual Meeting in Las Vegas. This partnership strives to allow mayors to better help their small business communities, the majority of which still do not have a web site or web presence. This potentially costing them business now that most people discover local shops, restaurants, and services using the web.

The initial partnership announcement came during the June 22 Opening Plenary session. Conference of Mayors CEO and Executive Director Tom Cochran was joined by Google Director of Public Policy Pablo Chavez and Austin Mayor Lee Leffingwell. With this, the Get Your Business Online City Challenge was launched. The City Challenge encourages mayors to join the program and find creative ways to motivate their small business community to get their business online.

To make things easier, Google is offering small businesses a complete web site, including the hosting, the domain name, and the design, all free for one year. Chavez noted that, "Today about a 135,000 businesses have gone through the program and it's been really tremendous and amazing experience to see how quickly a small business can really leverage the power of the web and in many ways become a global company in a matter of days."

Leffingwell discussed the success of the "Austin Get Your Business Online Program." Originally, 67 percent of Austin's private sector is comprised of small business and a fourth of those businesses did not have websites. Google worked alongside Austin to provide businesses with seminars. "The city small business development program again partnered with Google to offer courses like: Getting your business online,



Left to right, Vice President of Google.org Matthew Stepka, Baltimore Mayor Stephanie Rawlings-Blake, USCM Second Vice President Sacramento Mayor Kevin Johnson, Senior Policy Advisor for Google Jenny Backus, USCM Vice President Mesa Mayor Scott Smith, Austin Mayor Lee Leffingwell, and Policy Manager for Google Derek Slater.



Austin Mayor Lee Leffingwell talks to mayors about Austin's recent work with Google

introduction to search engine marketing, and running your business online," said Leffingwell. Austin has also introduced a free map and online directory, LocallyAustin.org, that has around 9,000 small businesses connected.

The announcement was followed by

an afternoon workshop titled "Making the Web Work for America's Cities." The forum was moderated by Conference of Mayors 2nd Vice President Sacramento Mayor Kevin Johnson and featured Conference of Mayors Vice President Mesa Mayor Scott Smith, Baltimore Mayor Stephanie Rawlings-Blake and Leffingwell. The forum discussed how cities are able to use the web increase connectivity, inclusiveness, and efficiency.

Joined by Google's Derek Slater, Matthew Stepka, and Jenny Backus, each of these mayors discussed three key areas where the internet and the web work for cities; access, civic innovation and engagement, and connecting business. Each Googler sat with a mayor for a one-on-one "Ignite conversation" to discuss local happenings and how cities can do more.

The second half of the forum was led by Soo Young Kim and Scott Levitan from Google, both of whom have worked on the Get Your Business Online initiative for a couple years. They went into greater detail about the City Challenge itself.

"The City Challenge gives mayors and cities the tools and resources to champion the cause of getting small businesses in our



Google Public Policy Director Pablo Chavez discusses the "Get Your Business Online" program and Google's new partnership with USCM.

communities online and growing. Working together, we can build a future where every business is succeeding on the web — a future of stronger businesses building stronger communities," said Levitan.

The City Challenge is a yearlong effort where Google and the Conference of Mayors will recognize winners in a large, medium, and small city categories at the 82nd Annual Meeting in Dallas with the winning cities receiving an award and a technology package valued at \$50,000 from Google.

The City Challenge will provide customized logos, press releases, social media toolkits, and PSA scripts to all participating cities dedicated in giving online access to small businesses.

Mayors who sign up for the City Challenge will receive a toolkit that includes a customized logo for their city initiative, a sample press release to distribute to local news outlets, a social media toolkit including sharegraphics, and scripts for developing radio or video PSAs on the importance of getting local businesses online.

Learn more about the Get Your Business Online City Challenge and sign up online at <http://www.usmayors.org/gybo>.

## STREETCARS

from page 21

As the current Region IX Administrator, he oversees federal partnership investments in streetcar systems across a number of local areas in California and Arizona.

As a global leader in streetcar manufacturing, Stimson talked about how Siemens and the broader industry are responding to the growing demand for streetcar systems throughout the U.S., offering insights on how cities can take advantage of available technology.

The panelists discussed in depth the

ways that streetcar systems add value to cities and local areas, citing the biggest benefit as their ability to attract businesses and improve local economies. "The corridor in South Lake Union in Seattle was primarily empty before the streetcar system was built there," Hales said. "Amazon chose to locate themselves there because of the project. That's the benefit."

Once found in more than 800 American cities, streetcars nearly disappeared in the United States. With more than 40 cities and local areas across the country now using, or planning to return to, this unique form of urban transport, a streetcar revival is underway.

# USCM on the WEB

[usmayors.org](http://usmayors.org)





## Forum Focuses on Mayors' Role in Making Schools Safe

By Monica Attia

Issues ranging from the importance of School Resource Officers, to preventing school shootings, to aiding children with mental illness were on the agenda of the School Safety Forum held on June 23 during the Annual Conference of Mayors in Las Vegas. Chaired by Fresno Mayor Ashley Swearengin, the session brought together experts on several aspects of school safety for a wide-ranging discussion of the role that mayors can play in keeping schools safe. The forum was sponsored by Target, and the mayor opened it by thanking the Target representatives who were present. It was through the generosity of Target, the Mayor said, that the forum could be offered to the mayors in the Las Vegas meeting.

Tacoma Mayor Marilyn Strickland opened the discussion, briefing the mayors on the various forms that school violence can take — including bullying and the use of guns — and the success of the Tacoma schools in responding to them. Five of Tacoma's schools are assigned School Resource Officers (SROs) who collect intelligence and foster positive relationships with the students, the mayor explained. While students in general may be reluctant to disclose information on violent incidents, she said, the SRO can create an environment that encourages students to come forward.

The mayor explained how a budget deficit has forced Tacoma to make cut-backs in school staffing, but grant funds have enabled all schools to maintain their SROs. On the issue of the availability of guns, Strickland said that support of common sense gun legislation does not have to equate with opposition of Second Amendment rights.

National Association of School Resource Officers Executive Director Mo Canady explained to the mayors that the overall goal of the SRO is to bridge the gap between the police department and the school while also engaging parents. Canady explained that the SRO is a career police officer who is selected and trained for the role he or she is to play as a school resource, not a disciplinarian. He referred to a report released in October 2012 which shows the extent to which public schools have become safer over the last two decades. Between 1994 and 2009, he said, juvenile arrests fell by 50 percent in conjunction with the growth of the SRO program. In his remarks, Canady stressed the importance of creating a Memorandum of Understanding between law enforcement and the schools in which SROs serve.

John Nicoletti, a psychologist specializing in school violence prevention,



**Left to right, Target Government Affairs Senior Group Manager Thad Hellman, Fresno Mayor Ashley Swearengin, NAMI Minnesota Executive Director Sue Aberderholden, Tacoma Mayor Marilyn Strickland, Target Governmental Affairs Associate Specialist Kate Kunitz, NASRO Executive Director Mo Canady, and John Nicoletti.**

shifted the focus of the forum discussion to the dynamics of mass shootings and the two types of mass shooters — insiders and outsiders. Insider shooters, he explained, are on the radar of the school before an attack occurs, while outsiders are not. Members of both categories are inherently the same, he said, but insiders will “broadcast” to the group before an attack. Ninety-two percent of attackers are insiders whose attacks could have been prevented through recognition of their broadcasting signs, he said.

Another aspect of mass shootings, Nicoletti explained, relates to the amount of time that passes between the event threshold — that is, when an attacker appears on the radar — and the event horizon, which is when attackers “go tactical” and essentially draw blood. Because considerable time may pass between the event threshold and event horizon, he said, attack plans can be disrupted by stopping the singular focus on mental illness and believing all broadcasts. Nicoletti also stressed that centralized data collection systems need to expand. A new generation of risk management, he said, is counter management, with students and parents as detectors, parents and teachers as disruptors, and teachers and police officials as reactors. Through collective action, Nicoletti explains, a potential attacker can be kept from progressing beyond the event threshold.

The discussion shifted to children's mental health issues with National Association of Mental Illness (NAMI) for Minnesota Executive Director Sue Abderholden, reminding the mayors of the importance of children's health to the society as a whole, and of the fact that violence and mental illness are not necessarily linked. In use in

schools, she explained, is Positive Behavioral Interventions and Supports (PBIS), a framework through which school personnel can acknowledge the positive behavior of children and which provides an opportunity to “reteach” rather than punish.

ment is clinical, with ancillary support and care coordination in cases of physical disabilities. Further, she says, community agencies eliminate barriers for low-income parents of children needing treatment while maintaining patient pri-



**Bridgeport Mayor Bill Finch makes a point on school safety.**

Because half of all mentally ill adults began experiencing symptoms of mental illness before the age of 15, Abderholden explained, the capacity to treat mental illness in children is a necessity. And because mental health professionals are found in community agencies, she said, it is recommended that schools collaborate with these agencies. Partnering with a mental health agency, she said, allows for self-sustainability because the agency bills insurance carriers to cover costs. Overall, about 70 percent of the treat-

vacy, regardless of school transfers. The agencies can also cover students during school switches and during the summer vacation months.

Abderholden believes that the primary focus of child mental health should be in the schools, and that school-wide training in mental health should be provided. In Minnesota, she said, the NAMI program started in 2007 and, by 2008, 2,000 children were treated. Of these, nearly 65 percent had not been treated previously.

## Mayors Look to Education of the Future

By Kathy Amoroso

"I'm committing Salt Lake City to taking a much larger role in working toward continued excellence in education," Salt Lake City Mayor Ralph Becker told his fellow mayors at the Jobs, Education and the Workforce Standing Committee. "Our city schools, like most in the country, continue to struggle with achievement gaps that persist along lines of ethnicity and income classification. We know that doing what we can as a city to ensure an excellent education path for every student may be the best way to ensure a bright future for our entire community."

One of those ways could well be Salt Lake City's new Innovation High School, a free, public school open year-round, which doesn't have a start or end time on the school day and students get to choose their own pace.

"What we are trying to do in Salt Lake is create something that has not been created before," said Ken Grover, principal of Innovations and Salt Lake City District director of secondary education support. "Students are allowed to dictate how they will take their coursework."

Students can learn in a variety of ways, including in traditional classrooms, through digital textbooks, at a community college and/or at a career and technical education center. Teachers and parents can track students' daily work and progress online. The goal of Innovations High School is to help students take advantage of their "peak learning time" through self-directed and self-paced learning. "Which means that students can move through their school work at their pace and if they have the competency and capacity to move quicker, but still through an aggressive curriculum, they have that ability to do



Left to right, West Sacramento Mayor Christopher Cabaldon, Pembroke Pines Mayor Frank Ortis and Salt Lake City Mayor Ralph Becker.

so," explains Principal Kenneth Grover.

Grover said Innovations could help teens at all ends of the academic spectrum. But he said it's time to try new approaches to reach the kids for whom the traditional model doesn't fit.

"The idea was, what does education look like as it moves forward," Grover said, "and we think this is where it needs to be."

Big Picture Learning Co-Founder and Co-Director Elliot Washor and author of Leaving to Learn is of a similar mindset. "Isn't it time to try more innovative ways to address the challenges of our nation's dropout rate? We can keep kids in school by delivering learning experiences that matter to them. The first step is taking down the barriers between school and the outside world. The first step is letting them leave....leave to learn," he told the mayors.

Washor offered what he called a proven, innovative solution for stemming the flow of drop-outs and breaking the cycle of disengagement that leads up to it — Leaving to Learn. In order to retain students through to graduation, schools must offer experiences where students do some of their learning outside of school

including: internships, travel, community service, independent projects, and more. Schools must also seamlessly integrate students' outside learning with in-school curriculum, and assign academic credit for out-of-school accomplishments.

"We have a bold strategy for revitalizing schools and for graduating and preparing young people for success in their future learning and work. This "leaving to learn" strategy is driven by our image of that future. Our goal is not merely to graduate every student but to prepare graduates who are uncommonly ready for success in their workplaces and their communities," Washor said.

### Adopted Resolutions

- Resolution in Support of the Reauthorization and Funding of the Workforce Investment Act
- Resolution in Support of the National Network for Manufacturing Innovation Act
- Advanced Manufacturing
- U.S. Conference of Mayors Priorities for the Elementary and Secondary Education Act Reauthorization

- Resolution on College Completion and Affordability
- Resolution to Advance College and Career Readiness for All Students
- U.S. Conference of Mayors Priorities for Smarter Spending on our Cities' Schools
- U.S. Conference of Mayors Priorities for Investing in High Quality Early Childhood Education
- In Support of Preschool for All Four Year Olds in Low and Moderate Income Families
- In Support of Expanded Care for Infants and Toddlers through Early Head Start and Child Care Programs
- In Support of Additional Mandatory Funding to Extend and Expand Current Federal Investments in Home Visitation Program, All of Which are Paid for an Increase in Tobacco Excise Taxes
- A Call to Action to Reduce Summer Learning Loss Among our Nation's Children and Youth; Science, Technology, Engineering, Art and Mathematics (STEAM) Education
- U.S. Conference of Mayors Priorities for Advancing Quality Teaching through Professional, Highly Competitive Pay
- Investing in America's Opportunity Youth
- Investing in Summer Youth Jobs and Financial Education
- Resolution to Eradicate Bullying from America's Schools
- Arts Education
- Support Increased Technology Inclusion for Underrepresented Communities
- U.S. Conference of Mayors Priorities for Advancing on Common Core State Standards Implementing Without Delay

## Helping Veterans Get Benefits They Earned Is Focus of Veterans Affairs Task Force

By Larry Jones

Auburn Mayor Peter Lewis, Chair of the Veterans Affairs Task Force, introduced a panel of speakers at the June 21 meeting, who discussed a variety of topics mostly aimed at informing mayors about the benefits and services available to veterans in local communities. The focus of the discussion was on how most veterans are not taking advantage of these benefits and services; and how mayors can partner with federal agencies, the private sector, and organizations that serve veterans, to better help veterans get the support they are entitled to, while at the same time helping local communities see this as an opportunity for economic development.



Left to right, Orangehat Group Principal Randall Skoglund, 50th Anniversary of Vietnam War Commemoration Director General Mick Kicklighter, USCM Veterans Affairs Task Force Chair Auburn Mayor Pete Lewis, Association of Defense Communities CEO and Executive Director Tim Ford, Department of Veterans Affairs Office of Intergovernmental Affairs Deputy Assistant Secretary John Garcia, and U.S. Interagency Council on Ending Homelessness Executive Director Barbara Poppe.

### Veterans Affairs Benefits

Department of Veterans Affairs (VA) Office of Intergovernmental Affairs Deputy Assistant Secretary John Garcia told mayors that as the nation continues to downsize the military, 1.5 million troops will leave military service and enter local communities across the nation over the next five years. He told mayors that the VA is divided into three separate silos which provide assistance to veterans: veterans health services, veterans benefits and national cemeteries. Although these and many other benefits and services are available to assist veterans, he said 65 percent of veterans have not filed for the benefits they are entitled to. Garcia challenged mayors to view returning veterans as revenue generators. He pointed out that the VA's budget is \$140 billion and that \$120 billion of that amount goes to states for education, healthcare, construction

See **VETERANS** on page 39



# Mayors Adopt Policy to Improve Wellness, Bolster Early Education, and Combat “Choking Game”

By Paul Leroux

Seeking to improve the health and well-being of all city residents, the Children, Health and Human Services Standing Committee held its annual meeting on June 21 in Las Vegas. The committee placed a special emphasis on the safety and school-readiness of America's children, and formally considered eleven resolutions. Its discussion on “the Choking Game” paved the way for a twelfth, which was later approved by the entire U.S. Conference of Mayors membership.

Green Bay Mayor James Schmitt, the committee's chairman, began the meeting by highlighting the importance of mayors and city governments in making a difference for their youngest residents. He noted two particular initiatives from his city, Kids Day and the Community Partnership for Children, which he credited with increasing community among over 15,000 children from Green Bay and increasing kindergarten readiness. Washington (DC) Mayor Vincent C. Gray, the committee's vice chair, reiterated the importance of caring for residents from an early age, detailing his city's plans to move toward universal enrollment in early childhood education. In keeping with these priorities, two of the committee's resolutions called for strengthening commitments to early childhood education nationally.



**Left to right, CHHS Chair Green Bay Mayor James Schmitt, HHS Director of Intergovernmental Affairs Paul DiGuardi, Choking Game Spokesperson Jeana Monroe, and Racine Mayor John Dickert.**

One of the committee's guests, Jeana Monroe, prompted further action from the committee on the issue of child safety. Monroe lost her son last December to a new trend known as the Choking Game, in which teenagers experiment with choking themselves as a way of getting what they perceive to be a cost-free high. Monroe stressed that the epidemic is fatal, and urged mayors to increase awareness of the trend and its deadliness. She noted that 93% of parents and 33% of doctors are unaware of the Choking Game, while 6-16% of children have participated in it. “This is a really big topic that our children know about but we don't as parents and community leaders,” Monroe said.

Inspired by Monroe's perseverance and call to action, the mayors of the committee began work on a resolution to increase awareness, which was unanimously approved at the Conference of Mayors business session three days later.

The committee also interacted with Paul T. DiGuardi, Director of the Office of Intergovernmental and External Affairs at the U.S. Department of Health and Human Services. DiGuardi provided the mayors with an update on the implementation of the 2010 Affordable Care Act, informing them of grant programs to help community organizations shepherd the uninsured through the process of getting insurance. He encouraged mayors to visit

healthcare.gov and marketplace.cms.gov for further information.

## Adopted Resolutions

- In Support of the President's 2013 National Drug Control Strategy
- HIV Discrimination and Criminalization Furthering the Urban Food Revolution
- U.S. Conference of Mayors Priorities for Investing in High Quality Early Childhood Education
- In Support of Preschool for All Four Year Olds in Low and Moderate Income Families; In Support of Expanded Care for Infants and Toddlers Through Early Head Start and Child Care Programs; In Support of Additional Mandatory Funding to Extend and Expand Current Federal Investments in Home Visitation Program; All of Which Are Paid for an Increase in Tobacco Excise Taxes Arts and Healing
- Promotion of Influenza Vaccination Among Medically Vulnerable African American and Hispanic Populations
- Support for Urban Aquaculture Development Wellness in Real Estate
- A Call to Action to Reduce Summer Learning Loss Among Our Nation's Children and Youth
- Resolution to Eradicate Bullying from America's Schools
- In Support of Raising Awareness of the Dangers of “The Choking Game”

# Mayors Work to Create Equal Access to Local Food

By Paul Leroux

Mayors from around the country joined together on June 21 to discuss bringing healthy local food to residents from all walks of life. The conversation took place during a meeting of The U.S. Conference of Mayors Food Policy Task Force, part of the 81st Annual Conference of Mayors in Las Vegas.

Calling the meeting to order, Baltimore Mayor Stephanie Rawlings-Blake, the task force vice-chair, called on mayors to share best practices. As mayors, Rawlings-Blake said, “We take pride in being leaders in food access.” She emphasized that part of taking leadership meant learning from each other, so that individual cities “Don't have to reinvent the wheel,” with each initiative.

Las Vegas Mayor Carolyn Goodman recounted her own experience with food access issues. In 2012, Goodman participated in the SNAP challenge, spending a week living on \$4.06 a day in order to better understand the challenges faced by her neediest residents. Goodman noted that as she expected, the provisions available to her on that budget lacked both variety and nutritional benefits. Goodman said

she learned how difficult it was to access the benefits and sign up for them, and that lack of transportation can magnify nutritional deficits by limiting access to healthy foods. Goodman urged her fellow mayors to learn more about the program, and to educate themselves and their residents on the ways to access existing benefits.

Louisville Mayor Greg Fischer echoed the need to work on food access, presenting a study on Louisville's demand for local food. Contrary to popular stereotypes, Fischer said, “People from all parts of the community and all income levels want local food.” Fischer noted that of \$3 billion in total annual demand for food in Louisville, up to \$800 million is demand for local food, which residents know is more nutritious and more beneficial to the local economy. Moving toward meeting this broad demand, Fischer is working with farmers' markets, restaurants and urban gardeners to “link demand and supply” and “move from agri-business to agri-culture” throughout the metro area.

In this same regard, Rawlings-Blake told her fellow mayors that Baltimore was working toward providing access to healthy food in food deserts by 2016. She detailed the use of virtual supermar-

kets and public markets in and around subsidized housing, the strategies that Baltimore is using to encourage healthy retailers to expand their operations into existing food deserts, and the land-leasing program for urban agriculture known as “Homegrown Baltimore.”

United States Department of Agriculture Rural Development Nevada State Director Sarah Adler, who addressed the importance of increasing local food access, also joined the mayors. “With production agriculture we're going to feed the world,” she said. “But with local

food agriculture, we're going to feed ourselves.” Adler urged mayors to think of local and regional food systems as “hubs” for economic, nutritional, and educational benefits. She then directed mayors to the Department of Agriculture's resources for improving local food systems.

Adler and Rawlings-Blake closed by emphasizing the necessity of passing a 2013 Farm Bill in order to ensure the continued provision of these federal resources. They both urged persistence from mayors in advocating for that legislation.



**Left to right, Louisville Mayor Greg Fischer, Task Force Vice Chair Baltimore Mayor Stephanie Rawlings-Blake, Las Vegas Mayor Carolyn Goodman and USDA Nevada State Director for Rural Development Sarah Adler.**

# Women Mayors Elect New Leadership, Hear from Former FBI Head, Human Trafficking Expert

By Joan Crigger

The Women Mayors' Caucus met June 21 during the 81st Annual Conference of Mayors in Las Vegas. Miramar Mayor Lori Moseley, Chair of the Women Mayors, opened the meeting and thanked all the mayors for being there. She also thanked Conference of Mayors President Philadelphia Mayor Michael A. Nutter and Conference of Mayors CEO and Executive Director Tom Cochran for stopping by to say a few words to the women mayors.

The first order of business was the election of a new chair and vice chair. Moseley introduced Southfield Mayor Brenda Lawrence who chaired the Nominating Committee. Serving with her were Fresno Mayor Ashley Swearengin and Tamarac Mayor Beth Talabisco. Lawrence reported that the Nominating Committee had selected Monrovia Mayor Mary Ann Lutz, current Vice Chair, to be Chair and Clarksville Mayor Kim McMillan to be Vice Chair. Lawrence then moved adoption of the Report. The motion was seconded and the vote was unanimous to accept the Nominating Committee Report.

Moseley then introduced Las Vegas Mayor Carolyn Goodman, host of the 81st Annual Meeting, to introduce the first speaker. Goodman welcomed the mayors to Las Vegas with a hearty, "Go women!" She then went on to introduce Ellen B. Knowlton, former head of the FBI in Las Vegas, and currently President of the Board of the Mob Museum.

Knowlton opened her remarks indicating that she wanted to present the personal side of being an agent, from the perspective of a woman. Ellen said that immediately prior to graduating from the FBI Academy, the instructor said that at least one of them would be involved in a shooting within two months.

Knowlton was assigned to the Sacramento office where she was involved in three major crimes in her first three days. On day one there was a major kidnapping of a child in Modesto where she found herself in the middle of a just irrigated almond orchard, looking for the kidnappers and up to her ankles in mud. They arrested the kidnappers and recovered the child alive. Knowlton quickly learned to always carry a change of clothes.

The next day, according to Knowlton, there was a robbery planned in Stockton that the agents had learned about from an informant. Thinking they had all the plans, the agents were set to make an arrest at the bank, when an unknown bank robber entered the bank from a dif-



**Left to right, Retired Judge Nancy Becker, Las Vegas Mayor Carolyn G. Goodman, Retired FBI Special Agent in Charge Ellen Knowlton, newly elected Chair of the Women Mayors Monrovia Mayor Mary Ann Lutz, and Miramar Mayor Lori Moseley, past Chair of the Women Mayors.**

ferent direction and opened fire on hundreds of people. Knowlton's partner was shot. Another agent then shot and killed the robber.

On day three, there was another bank robbery that they had learned about from an informant. The agent in charge asked Knowlton to disguise herself as a teller. She said she told him, "Only if I get a shotgun."

Knowlton went on to describe other major events in her career. In closing, she said her career was wonderful and exciting. She also asked the women mayors that if they had not met their local agent in charge to please call him or her and set up an appointment.

Following Knowlton, Lt. Karen Hughes, a supervisor in the Vice Section of the Las Vegas Metropolitan Police Department, spoke to the women mayors about human trafficking. The Vice Section investigates all crimes associated with prostitution. In addition, it has two teams that focus on all forms of human trafficking that involve the exploitation of adult women and juveniles in the commercial sex trade. Hughes talked about how most of the women are victims who are recruited through manipulation and force, and then threatened until they agree to become prostitutes. She said Las Vegas is one community who has taken up arms against those who do this. Non-profits, church groups and much of the business community is fighting against this and trying to get rid of it. She said the victimization is far reaching and that every day the Police Department is working against it.

Hughes said that in the last 18 years, 2,229 kids under 18 were exploited and this year there are already 70. Ninety-

two percent of these young girls are 15-18 and 68 percent are from Nevada.

The Lieutenant gave an emotional presentation with a graphic power point. She said the violence is horrid. They are beaten and tortured. "These women are wives, mothers, sisters and daughters," according to Hughes. She went on to say that now there are triage nurses in emergency rooms who are learning to recognize the injuries and call the Vice Section when one of these women seeks treatment. She asked the women mayors to please talk with their own police departments and work with them to stop the violence against these women.



**Left to right, Corpus Christi Mayor Nelda Martinez, Rialto Mayor Deborah Robertson, Burnsville Mayor Elizabeth B. Kautz, Napa Mayor Hill Techel, Tacoma Mayor Marilyn Strickland and Clarksville Mayor Kim McMillan.**

## Calendar of Events

(Updated 7/15/13)



### 2013

#### 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 Open

#### September 12-13

**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

#### June 20-23

**82nd Annual Conference of Mayors**, Dallas. Contact: Carol Edwards cedwards@usmayors.org / 202-293-7330. Sponsorship: Geri Powell gpowell@usmayors.org / 202-861-6774 Registration Available Spring 2013

For updates or changes, check our web site at [usmayors.org](http://usmayors.org)



# Council on Metro Economies and the New American City Meets on the Pace of Job Recovery, CDFIs, Restoring a Foreclosed Neighborhood, and Re-imaging Your City

By Dave Gatton

The Council on Metro Economies and the New American City met in Las Vegas June 21 to hear an economic update that said many cities still have a long way to go before regaining their lost jobs from the Great Recession.

James Diffley of IHS Global Insight told the mayors that GDP growth would pick up in 2014 and 2015, but job growth still would lag the economic recovery. "Less than 30 percent of the nation's cities and their metro areas will have regained pre-recession peak employment levels by the end of this year," he said. His analysis projected that over 60 metros will take a decade or more before recovering lost jobs.

Part of the economic recovery is fueled by a resurgence of manufacturing. Chattanooga Mayor Andy Berke told the group that his city's success in attracting large manufacturing facilities was due to its strategy to assemble large tracts of land and to be patient in the marketing of those tracts. He cited Volkswagen large and expanding presence in the city as just one example.

On the other end of the spectrum, Bank of America Senior Vice President Dan Letendre described how Bank of America capitalized Community Development Financial Institutions (CDFIs) to finance riskier neighborhood projects that traditional banks may not fund. He cited how the bank solicited proposals from CDFIs nationally to capitalize funds that would be used to finance energy retrofits in low

and moderate income neighborhoods. "We don't want to see these neighborhoods left behind the national effort to conserve and be more energy efficient,"

In the Cleveland neighborhood of Slavic, a public/private partnership is renovating 220 homes acquired for minimal funds through the land banking process. After



**Left to right, Bank of America Executive Dan Letendre, Knoxville Mayor Madeline Rogero, and Council on Metro Economies and the New American City Chair Columbus Mayor Michael Coleman.**

he said. Bank of America has made a strong commitment to fund CDFIs going forward, and Letendre encouraged the mayors to work more closely with these institutions, which are a source of capital for community-based projects.

Robert Klein, founder of Safeguard Properties, and Joel Ratner, CEO of Neighborhood Progress, Inc., described a comprehensive approach to rehabilitating a community racked by foreclosures.

\$40,000 to \$50,000 of renovations, the homes can be sold as affordable housing to middle income workers. "We need a process for renovating large numbers of homes, especially in neighborhoods that have seen hundreds of foreclosures and abandoned properties," said Klein.

From the image of an abandoned neighborhood, the council shifted its focus to how cities could rebrand themselves, especially in instances when the image of

the city may be defined by what people see while driving on a freeway. Bridgeport Mayor Bill Finch and Cisco Executive Norm Jacknis presented images of how to transform smokestacks into modern images of people and art while creating waterfalls from interstate bridges and off ramps, all with the use of light. Finch is working on plans to change how the hundreds of thousands of people who drive through his city every day, on the way to Manhattan, perceive his city and connect it with its culture and history. "The key is to bring boring and unaesthetic walls [on parking garages] to life with creative images of art and activities from the cultural life of the city," he said.

A new member of the Council, Matt de Ferranti of Rebuilding Together, described how his non-profit brings local volunteers and businesses together to renovate homes in cities and their neighborhoods. The organization renovates over 10,000 homes annually, putting on new roofs, building access ramps for the elderly, and performing repairs when families cannot afford them. He talked about the recent "build" in Philadelphia and Columbus.

Council Chair Columbus Mayor Michael Coleman praised the members of the council for their support in publishing the U.S. Metro Economies series for the Conference of Mayors, citing two reports released at the meeting on the jobs impact of proposals to limit tax exempt financing, and the market place fairness report projecting lost revenues from the inability to collect existing sales taxes from internet sales.

## Mayors Hear Pros, Cons of Major League Sports Teams

By Tom McClimon

Chaired by Indianapolis Mayor Gregory Ballard, the members of the Mayors Professional Sports Alliance heard from Sacramento Mayor Kevin Johnson on the challenges he had in maintaining the National Basketball Association team, the Sacramento Kings. In addition, the mayors heard from senior officials from the National Football League and a leading sports business journalist.

Johnson offered the mayors the following advice: 1) Don't be caught flat-footed (always anticipate the challenges); 2) Know your audience (know who is making the decisions); and 3) Make the issue bigger than sports (make it how the community benefits, not just the sports team).

National Football League Law and Labor Policy Senior Vice President Adol-



**At left, Rick Horrow, sports business journalist for Bloomberg Television, with Indianapolis Mayor Gregory Ballard, Chair of the Mayors Professional Sports Alliance.**

pho Birch, along with Covington Burling Senior Counsel Martin Gold, discussed some of the NFL's new policies on health and safety issues, such as youth concussion education legislation, as well as stadium financing and security measures.

Bloomberg Television Sports Business Analyst Rick Horrow shared his thoughts on the latest trends in sports business and his work with the Mayors Professional Sports Alliance.

The reports completed by graduate students at the New York University Tisch Center on Tourism, Hospitality and Sports Management were also released to the mayors and will be appearing on the Conference of Mayors website.

# Best Practices in Fleets, Building Resilient Communities through Natural Design Discussed by Environment Committee

By Jubi Headley and Judy Sheahan

The Environment Committee, chaired by Hallandale Beach Mayor Joy Cooper, met June 21 at the Conference of Mayors Annual meeting in Las Vegas. In addition to a spirited discussion of and voting on the resolutions listed below, the meeting of the Environment Committee featured presentations that broadly focused on strategies to improve city infrastructure in ways that are not only cost-effective, but realize significant environmental benefits as well.

## Indianapolis' Fleet and Energy Security

Inspired by his experiences serving as a U.S. Marine for 23 years and as a veteran of the Gulf War, Indianapolis Mayor Gregory A. Ballard has set his city on a course to do its part to reduce dependence on oil. Led by Ballard, Indianapolis has made a commitment that, by the year 2025, every vehicle owned and operated by the city will be fueled by an energy source other than oil.

Acknowledging the environmental and cost benefits of converting fleets to post-oil technology, Ballard nonetheless stresses that his primary motivation is firmly rooted in national security concerns. He wants to "bring the troops home — I wore the uniform for 23 years, technology allows us to change the dynamic, that's why we're doing it," Ballard said. While Ballard sees Indianapolis as both leading the way and providing a test case for converting to post-oil, he notes that Indianapolis alone, or even the United States alone, cannot provide the needed universal change. "If the U.S. is alone — if China, Germany, etc. aren't doing the same thing, it means nothing, it has no impact," he stressed.

Ballard's plan to convert his city's fleet consists of three main components:

- In December 2012, Ballard issued an Executive Order requiring that all new purchases of municipal non-emergency or non-responding vehicles be limited to electric or plug-in hybrid electric vehicles. This made Indianapolis the first major city in the United States to institute a formal fleet conversion policy.
- Second, the city will convert its heavy fleet of snowplows, trash and eventually fire trucks to compressed natural gas (CNG).
- Third, the city plans to work with auto manufacturers to develop a true electric or plug-in hybrid electric police car. Right now, according to Ballard, the typical municipal police car only gets 8 to 10 miles per gallon, at best. If auto manufacturers could develop a police car that achieves 40 to 50 MPG, while still meeting all the

power, safety, range, and size needs of today's police forces, it could save cities millions of dollars annually — for Indianapolis, Ballard estimates the savings would be in the range of \$6 million to \$10 million per year.

To achieve these goals, the city is working with local nonprofit and university partners, domestic utility companies, and large corporations. Indianapolis' initiative continues to generate interest from agencies and companies around the world — including one international oil company, and a company that runs an electric vehicle car-sharing operation.

The initiative is not without its challenges — for one, the city will have to pay for the infrastructure for electric vehicle charging stations — but Ballard has a local implementation team that is developing the master plan and working out the details. Ballard plans for the city to issue a status report by the end of December 2013.

## Options and Sustainable Choices for Greening City Fleets

Bill Abolt, Vice President/National Practice Leader for Sustainability, Energy and Carbon Management at CB&I (one of the world's largest companies focused on developing energy infrastructure for governments), noted that cities are presented with some very specific challenges when it comes to making optimal choices for sustainability. Cities usually have to contend with environmental impacts that are beyond their control (and borders). Furthermore, cities aren't in a position to build infrastructure solutions from scratch — usually cities are retrofitting existing infrastructure, which creates its own set of challenges. Beyond this, cities face significant fiscal constraints, and most of the sources of money for this type of sustainability work have restrictions that prevent cities from optimizing their dollars. Finally, markets typically undervalue sustainability — how it can create jobs, reduce operating costs, etc. — and thus investment in sustainability isn't what it could or should be.

Abolt stressed that single-purpose climate actions and (on the other end of the spectrum) broad, non-specific initiatives don't work. One of the most important actions that any city can take is simply to rigorously collect data, and to let the data reveal strategic opportunities — for example, whether to downsize or "right-size" a city's fleet.

Abolt cited Chicago, where Mayor Rahm Emanuel inherited a very broad 30-year action plan. Emanuel first had his staff identify the aspects of the plan that were most actionable — they came up with nearly 100. Beyond this, Emanuel and his staff realized that, when water-related spending was combined with other issues, more \$8 billion was

going to be spent in Chicago on infrastructure — spent wisely, they reasoned, such a significant level of spending could have a profound impact. Emmanuel and his team chose to focus first on one of the largest items in the city's general fund — better routing of the city's garbage truck fleet. (Numerous studies have shown that route optimization of garbage and other municipal fleets can yield significant cost savings and environmental benefits for cities.) By taking these and other actions, the city could accelerate overall performance in terms of achieving its climate-related goals.

The Nature Conservancy, according to Huffman, is actively working on coastal defense in the Gulf of Mexico and other area on restoration strategies that they believe will demonstrate similar compound benefits. The Nature Conservancy is also helping cities and private sector companies rethink issues of open space functions, such as rights of way. Huffman sees shift of focus onto parks, open spaces, and rights of way as one of the most significant shifts in rethinking approaches to climate protection, coastal defense and similar issues — while the economic argument is sound, Huffman maintains that true value lies in



Left to right, Bill Abolt, Vice President at CB&I, Laura Huffman, Texas State Director for The Nature Conservancy, Environment Committee Chair Hallandale Beach Mayor Joy Cooper, Environment Committee Vice-Chair Chicopee Mayor Michael Bissonnette, and Indianapolis Mayor Greg Ballard.

## How to Future Proof Cities: Investing in Natural Defenses for More Resilient Cities

Nature Conservancy Texas State Director Laura Huffman described the growing global trend of populations moving into ever larger cities, which represents an unprecedented pressure on natural resources. This, she said, translates into huge infrastructure costs for these cities. The Nature Conservancy is investigating ways to be helpful on this challenge, particularly at the city level, according to Huffman. First, The Nature Conservancy (which works in all 50 states and 35 countries) has developed programs designed to protect water quality — most cities, as Huffman noted, have expensive water supply or quality issues. Over the course of 15 years, the Nature Conservancy has worked with many counties on voter-approved initiatives, such as instituting a voter tax or utility fee to buy land to protect aquifers. As examples, she highlighted San Antonio and New York City that have bought land since early the 1900s to achieve this goal. Such initiatives, Huffman maintained, have compound benefits — these spaces, while protecting aquifers, also make cities greener and can provide recreational space.

the quality of life impacts, which are, in her words, "phenomenal."

Environmental Resolutions Adopted:

- Wellness in Real Estate encourages buildings to follow the WELL Building Standard, or any other similar standard, that uses a multidisciplinary guide for the design, construction, and management of buildings of all types.
- Supporting Full and Dedicated Funding of the Energy Efficiency and Conservation Block Grants calls on Congress and the Administration to appropriate full funding for the Energy Efficiency and Conservation Block Grant Program in Fiscal year 2014, while supporting higher authorization levels in future years.
- In Support of EPA's Tier 3 Cleaner Gasoline and Vehicles supports the EPA's proposed Tier 3 Cleaner Gasoline and Vehicle Standards and urges that the standards be signed final before December 31, 2013.
- In Support of the Water Resources Development Act of 2013 (S. 601) urges Congress and the White House to enact the Water Resources Development Act of 2013, as contained in S. 601, as soon as possible.

See ENVIRONMENT on page 29



## Mayors Metro Universities Task Force Meets for First Time

By Tom McClimon

The Mayors and Metro Universities Task Force, under the leadership of Orlando Mayor Buddy Dyer, held its first meeting during the Las Vegas Annual Meeting. Twenty mayors gathered to share their experiences in dealing with local universities. The Urban Serving Universities coalition, composed of universities in over 40 cities, is supporting the work of the task force.

Dyer, along with Conference of Mayors CEO and Executive Director Tom

Cochran, discussed the purpose of the task force and the history of the Conference of Mayors work with universities. Dyer shared his experiences with working with the University of Central Florida. Discussion also took place on ways to share best practices, public administration education and improving the dialogue between cities and universities.

The Task Force will develop a work plan that will be discussed at its next meeting at the Conference of Mayors Winter Meeting in January 2014.



At left, Orlando Mayor Buddy Dyer, Chair of the Mayors Metro Universities Task Force, with Bill Hudnut, Coalition of Urban Serving Universities and former mayor of Indianapolis (1976-1992).

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## ENVIRONMENT from page 28

- Supporting Communities Protected by Levees states that the U.S. Army Corps of Engineers and the Federal Emergency Management Agency should clarify and align regulatory language before any required deadline of the recertification process; and that Congress should provide sufficient funding for its share of mitigating levee system deficiencies, and should provide incentives for state, local, and private sources to augment their contributions.
- Supporting the Reinstatement of the Superfund Tax urges Congress and the Administration to pass and enact legislation to reinstate the Superfund excise tax.
- In Support of the Renewal of the Federal Brownfields Tax Deduction urges Congress to enact legislation to renew the Brownfield Remediation Tax Deduction for a period of years for communities nationwide.
- Resolution to Reinstate a Federal, State and Local Government Partnership for Achievable and Affordable Water Quality Improvements urges Congress to determine that large capital grants to cities are necessary to meet mandates imposed under the Clean Water Act (CWA); to re-establish a joint environmental stewardship with cities; and to assure that the costs of sustaining the infrastructure and operations of water and wastewater systems of cities do not unjustly burden low and moderate income households nor create burdensome costs for business enterprises as well as appropriating sufficient funding for capital grants to cities facing mandates levied by the CWA, and to enact a variety of amendments to the CWA to address concerns related to unfunded federal mandates.
- Supporting Consideration of Fiscal Impacts in Establishing Compliance Schedules for U.S. EPA Permits and Development of Federal Funding for Planning, Monitoring and Implementation of U.S. EPA Permit Requirements urges U.S. EPA to promulgate rules applicable to all regions that require the consideration of financial impacts on communities and their residents prior to establishing the permit obligations and compliance schedules for any CWA permit, and to ensure that those permits allow for local governments to maintain existing stormwater systems while making progress on clean water goals in a manner that is sustainable and within a community's financial capability and urges Congress to appropriate funding to assist with funding mandated CWA obligations.
- Safeguarding Municipal Water Systems calls on the President and Congress to create new and improved funding mechanisms for public water systems and encourages cities to assert water as a priority, to recognize that cities should first and foremost explore options to preserve choices for public ownership and consider all available tools to choose efficient and effective operations of water and wastewater systems including the value of public-private partnerships.
- Require the U.S. Department of Energy Focus on the Treatment and Storage of Radioactive Waste On-Site Where Appropriate to Mitigate Health and Environmental Risks of Transporting Low, High and Mixed Level Waste to Offsite Treatment Facilities calls on The U.S. Department of Energy, in the absence of safer alternatives, to focus on the treatment and storage of radioactive waste on-site to avoid further health and environmental impacts from waste, produced from other regional, decommissioned nuclear facilities.
- A New Era for Public Private Partnerships Transforming Smart City Technology and Sustainability Infrastructure supports the development of transparent public-private partnerships to develop smart city infrastructure with accountability, revenue sharing, and social and environmental benefits inuring to the cities they serve.

# Hurricane Sandy Aftermath, Tourism Best Practices, Role of Arts in Violence Prevention Discussed at TAPES Meeting

By Steven Lee

The Tourism, Arts, Parks, Entertainment, and Sports Committee, chaired by New Orleans Mayor Mitchell Landrieu, listened to three presentations involving tourism and arts at the committee meeting on June 22.

Belmar (NJ) Mayor Matthew Doherty reflected on the immediate aftermath of Hurricane Sandy on his city and what it meant for residents in the beachfront city who rely heavily on income from tourists. Despite the damage that Sandy wrecked on the New Jersey shoreline, Doherty emphasized that through determination and hard work his city has been able to quickly rebuild, making sure that Belmar is open once again for tourists from all over the country.

The committee meeting was also attended by former Las Vegas Mayor Oscar Goodman, who offered some insight to fellow mayors about the importance of creating a brand for a city in order to promote tourism. Las Vegas Convention and Visitors Authority Senior Vice



**Left to right, Belmar (NJ) Mayor Matthew Doherty, Senior Vice President of Marketing at the Las Vegas Convention and Visitors Authority Cathy Tull, former Las Vegas Mayor Oscar Goodman, and USCM Tourism, Arts, Parks, Entertainment, and Sports Committee Chair New Orleans Mayor Mitch Landrieu.**

President of Marketing Cathy Tull joined Goodman's discussion on marketing cities, providing specific examples from Las

Vegas's active promotion and advertisement of its hotels and convention centers. Finally, Americans for the Arts Chief

Counsel Nina Tunceli spoke on the important role arts can play to prevent gun violence. She was joined by Release the Fear Program Founder and Director Robert Miley, who discussed his efforts and programs to use the arts to deter gun violence in Phoenix, where Miley has constructed a 24-foot sculpture made from melted weapons.

## Adopted Resolutions

- Arts and Healing
- Arts Education
- Science, Technology, Engineering, Art and Mathematics (STEAM) Education
- Arts and Health in the Military
- In Support of the Federal Historic Tax Credit
- In Support of the Land and Water Conservation Fund (LWCF) and the Urban Park and Recreation Recovery (UPARR) Program
- In Support of National Parks
- International Jazz Day and Jazz Appreciation Month
- National Arts and Humanities Month
- Arts Funding

# Membership Committee Holds Best Practice Discussion on Maximizing Member Benefits

By Katie Pirolt

Membership Standing Committee Chair Piscataway Mayor Brian C. Wahler led an interactive discussion on the many benefits and "takeaways" that The U.S. Conference of Mayors membership grants its members access to at the June 22 Membership Standing Committee during the 81st Annual Meeting.

The session, titled "Maximize your Membership through Awards and Grants," highlighted the award and grant programs that are available to member mayors. A variety of these award winning programs were discussed and provided participants best practices on ways they may be implemented in other cities, the short and long-term benefits, and the importance of getting more cities to participate. Wahler noted that "the Conference of Mayors' award and grant programs are a great way to bring national recognition to your city and increase morale; I encourage everyone to apply to them this fall."

Madison Mayor Paul Soglin shared his city's "Stop the Overdose Epidemic" program and how they utilized a \$10,000 award from The U.S. Conference of Mayors' Prescription Drug Abuse Prevention Program sponsored by Purdue Pharma. In response to an increasing number of deaths from heroin overdose, which was often preceded by prescription drug



**Left to right, Plano Mayor Harry LaRosiliere, Madison Mayor Paul Soglin, Membership Committee Chair Piscataway Mayor Brian Wahler, Las Cruces Mayor Ken Miyagishima, Monrovia Mayor Mary Ann Lutz, Cincinnati Mayor Mark Mallory, Chester Mayor John Linder, and Hempstead Mayor Wayne Hall.**

abuse, Soglin explained that he initiated a multi-disciplinary and community-wide task force on preventing overdose. Soglin stated, "This funding will help us continue our work to educate the community on the dangers of prescription drug abuse. This additional funding will help save lives."

Cincinnati Mayor Mark Mallory highlighted Cincinnati's Mill Creek Edible Forest Garden, which produces food for local residents and was supported by a

\$25,000 grant from the Conference of Mayors' GRO1000 Gardens and Green Spaces Grant Awards Program sponsored by Scotts Miracle-Gro. Mallory said, "The grant helped us develop the garden to teach young people the value of healthy foods and develop a community asset that we are proud of."

"This program established a policy in the mayor's office that is dedicated to youth as they are the future of our city," Chester Mayor John Linder said, describ-

ing the positive effects from receiving a \$4,000 grant for their paid internship program from the DollarWise Summer Youth Campaign Grants sponsored by Bank of America. Linder continued, "Places all over the city participated by sponsoring programs or hiring youth for the summer. Winning the grant not only supported these programs, but gave the city something to rally around and be proud of."

Members of the committee also discussed the overall value of membership. Mallory said "There is great value to this organization — the opportunity to come here and share best practices, learn, and see what other cities have done and what has worked." Soglin added, "I'm proof that we are always learning; there are so many initiatives that were not on my list of priorities when I first took office, but I learned about them here."

Wahler concluded the meeting by thanking participants, and said "as we continue our membership campaign, I encourage all of you to submit applications to these award and grant programs and share with your fellow mayors the many benefits of participating."

For more information on the Conference of Mayors Award and Grant programs, visit the website [usmayors.org](http://usmayors.org).



# Criminal, Social Justice Committee Topics Range from Gun Violence Prevention to Immigration Reform

By Monica Attia and Laura DeKoven Waxman

Led by Chair and Houston Mayor Annise Parker during its June 21 meeting, the Criminal and Social Justice Committee reported out 18 resolutions covering a range of issues within the Committee's jurisdiction and heard from three speakers who briefed them on public safety communications, gun safety legislation, and homeland security.

Former Conference of Mayors President Denver Mayor Wellington Webb, now a member of the FirstNet Board of Directors, updated the mayors on the work of the First Responder Network Authority. FirstNet is charged with overseeing the planning and development of a nationwide public safety broadband network. Webb stressed that FirstNet is in the process of consulting with regional, state, and local jurisdictions. Each state must designate a state point of contact, and Webb encouraged the mayors to work with their state's point of contact to make sure that the needs and resources of their local public safety agencies and their communities are taken into account in the state planning process. He assured the mayors that no network design decisions have yet been made and that they will not be made until the states outline their coverage plans and priorities.

Des Moines Mayor Frank Cownie updated the committee on the work of



**Left to right, Homeland Security Assistant Secretary Phil McNamara, USCM Criminal and Social Justice Committee Chair Houston Mayor Annise Parker, and FirstNet Board Member Wellington Webb.**

Mayors Against Illegal Guns, which is pushing for Senate passage of legislation that would strengthen the gun purchase background check system and make it universal. Cownie reported that MAIG, which was formed in 2006, is a bipartisan coalition, which now has over 1,000 member mayors and 1.5 million supporters, making it the largest gun violence prevention organization in the United States. Despite the inability thus far to pass federal background check legislation, Cownie reported that there have

been several victories at the state level relating to universal background checks.

Philip McNamara, the recently-appointed Assistant Secretary for Intergovernmental Affairs at the Department of Homeland Security, told the mayors that he is their voice inside the Department of Homeland Security and urged them to reach out to him with any concerns regarding the Department.

The Committee reported out the following resolutions, all of which were adopted by the full Conference at the

June 24 business session:

- The Cops Program
- In Support of the Creation of a COPS Office Transitioning Consolidation Grant Program
- Information Sharing Among Law Enforcement Agencies
- In Support of Background Checks for All Gun Sales
- Supporting Americans' 2nd Amendment Rights
- In Support of the Federal Efforts to Combat Human Trafficking
- Homeland Security Grant Programs
- Implementing Firstnet
- Cybersecurity
- Supporting and Advancing Resilient Communities
- HIV Discrimination and Criminalization
- In Support of the President's 2013 National Drug Control Strategy
- In Support of States Setting Their Own Marijuana Policies Without Federal Interference
- In Support of Housing And Employment Non-Discrimination Legislation
- Promoting And Encouraging International Human Rights
- Comprehensive Immigration Reform
- Eb5 Immigrant Investor Program
- Compassion as an Effective Public Policy

## Big Data, Online Community Come Together to Solve City Problems

By Paul Leroux

Mayors crowded into a Las Vegas meeting room on June 23 to hear from a group of civic and high tech leaders at a session of the Technology and Innovation Task Force. The meeting focused on gathering and utilizing "big data" to solve public problems, and also touched on high-tech community building initiatives like app-facilitated sharing and crowdfunding.

Task Force Chair San Francisco Mayor Edwin Lee welcomed mayors to the meeting and noted the progress that the task force had made since its first in-person meeting last June. Conference of Mayors President Philadelphia Mayor Michael A. Nutter echoed these sentiments and emphasized using data as a tool for innovation. "One thing we all have is data," Nutter said, stressing the need to turn it into "useful and usable" material.

Appalicious Founder Yo Yoshida explained the specifics of this transition, saying, "Our company only exists because of open data," before explaining Appalicious's work on releasing healthy

neighborhood scores. Abhi Nemani, from Code for America, said that open data could be utilized nationwide to "change the conversation between citizens and

city government." He encouraged mayors to reach out to Code for America, which partners with cities to develop technological tools.



**Left to right, Louisville Mayor Greg Fischer, Technology and Innovation Task Force Chair San Francisco Mayor Edwin M. Lee, USCM President Philadelphia Mayor Michael A. Nutter, SV Angel Founder and Managing Partner David Lee, and Motorola Solutions Director of Government and Public Safety Markets for North America Customer Solutions Tom Miller speak at the Technology and Innovation Task Force Meeting.**

Louisville Mayor Greg Fischer then offered an initiative that his city had undertaken to integrate new and existing data. The project, known as Asthmapolis, uses GPS sensors to find the areas of Louisville where asthma inhalers are most used, and then layers them on existing data to find out the contributing neighborhood factors. Fischer presented this project as an example of "breakthrough work" on innovations, investments that have already paid off in his city. In the same vein, Tom Miller of Motorola Solutions demonstrated what his company does to layer real-time and existing data for public safety. Miller said that Motorola's technology allowed cities to, "Take information in real time and use it in a way that increases situational awareness."

The meeting also illustrated that cities can use big data to improve services. Washington (DC) Mayor Vincent C. Gray presented Grade.DC.Gov, which utilizes private-sector tools to evaluate government services. The "advanced customer service platform" mines social media and generates new survey data to provide grades and reports on city services. Gray said that in addition to improving services, the project helps his city to, "Expand our own economy into the tech-sector."

See DATA on page 33

# International Affairs Committee Focuses Upon International Trade, Investment, Human Rights

By Kay Scrimger

Chaired by Oakland Mayor Jean Quan, the International Affairs Committee met June 22 at the 81st Annual Conference of Mayors in Las Vegas. The main order of business was consideration of policy resolutions. The committee passed all resolutions submitted.

A major focus of the committee discussion was the critical importance of trade and investment to U.S. cities and metropolitan areas and to the nation as a whole.

Two consuls — one from Mexico, the other from Canada — addressing the committee, discussed the importance of two-way trade and investment relationships between their countries and the United States.

A member of the Mexican Foreign Service since 1988, the Mexican Consul in Las Vegas Julian Adem described the strong trade relationships between the U.S. and Mexico. His presentation emphasized the success and growing potential of export industries such as medical devices, aerospace, automotive products, chemicals, pharmaceuticals, and electronics.

Adem noted that in 2012, Mexico was the United States' second largest export market. Top exports in that year included machinery, electronic machinery, mineral fuel and oil, vehicles, and plastics. Consul Adem discussed areas of greatest poten-



**Left to right, USCM Vice President Mesa Mayor Scott Smith, Mayors for Peace North American Coordinator Jackie Cabasso, Mexican Consul in Las Vegas Julian Adem, International Affairs Committee Chair Oakland Mayor Jean Quan, Canadian Consul-General in Los Angeles David Franzen, and Sister Cities International President and CEO Mary D. Kane.**

tial for further trade growth, naming automobiles as one key area.

David Franzen, Consul General of Canada in Los Angeles, pointed out the powerful and extensive trade relationships between the United States and Canada:

- Canada is the U.S.'s largest customer, purchasing \$233 billion worth of goods in 2012, more than China, Japan and the U.K. combined.
- More than 8 million U.S. jobs depend on trade and investment with Canada.
- Canada and the U.S. are the world's largest trading partners with \$742.5 billion in goods and services, in 2012.

- The U.S. is the most important destination for Canadian direct investment abroad, totaling \$289 billion in 2012.
- Canadian-owned companies in 17,000 locations across the U.S. employ more than 619,000 Americans.
- Canada is the top export destination for 38 states.

Sister Cities International President and CEO Mary D. Kane described the variety of international sister city relationships overseen by her organization — cultural, educational, and economic development partnerships. The Sister Cities network encompasses programs in 136 countries

on six continents. Kane discussed several examples of such relationships, including ties between the U.S. and China, including Mayor Quan's travels to and ties with Chinese cities.

Mayors for Peace North American Coordinator Jackie Cabasso gave an update on most recent international efforts toward nuclear disarmament and the continuing concern for the humanitarian emergency that would occur if a nuclear weapon were detonated. She thanked the Conference for its support over the years of policy aimed at nuclear weapon reduction. Cabasso also expressed her organization's strong support for directing reductions in military spending toward greater investments in meeting domestic needs.

Resolutions passed by the committee were:

- Advancing U.S. Metro Economic Growth through Collaboration and Trade in the Americas
- Promoting and Encouraging International Human Rights
- U.S. Leadership in Global Elimination of Nuclear Weapons and Redirection of Military Spending to Domestic Needs
- Calling on the U.S. Government to Support Free and Fair Elections in Venezuela and in All Countries

## Task Force to Develop Agenda on Pipeline Safety to Reduce Threats to Cities

By Kevin McCarty

The newly-established Pipeline Safety Task Force convened June 24 during the Conference's 81st Annual Meeting in Las Vegas, where Task Force Chairman Allentown Mayor Ed Pawlowski led a discussion on ways to raise mayoral awareness about the potential threats posed by aging pipelines and how policy-makers at every level can do more to protect the public and their communities.

Describing a 2011 pipeline explosion in his city that left five dead, injured many others and forced the evacuation of nearly 500 people, Pawlowski said the experience motivated him to engage mayors through the task force in raising awareness about potential threats from failing pipeline infrastructure and in developing strategies that reduce these risks.

Pawlowski cited the growing number of cities and mayors who have been challenged in recent years by pipeline explosions and spills, explaining that he had invited San Bruno Mayor Jim Ruane to join the task force meeting to give his firsthand account of a gas pipeline explosion in his city.



**Left to right, Pipeline Safety Task Force Chair Allentown Mayor Ed Pawlowski, San Bruno Mayor Jim Ruane, and Pipeline and Hazardous Materials Safety Administration Chief Counsel Vanessa Allen Sutherland.**

### San Bruno's 2010 Gas Pipeline Explosion

In September, 2010, a 30-inch natural gas pipeline exploded in San Bruno, killing eight people, injuring 51 others, destroying 38 homes and damaging 60 more, Ruane told the task force members.

In addition to the massive fire that raged for several hours, the explosion also knocked out a city water main.

"The physical recovery has been the easy part, what's been difficult is the effect it left on the city," Ruane said in describing the aftermath of the explosion. "There's

been real damage to the community as a whole, to our community identity."

He also talked about the enormous financial impact on the city and its budget, with more than \$15 million in direct city costs. Following months of negotiation on a settlement with the gas utility, a special trust fund was established to help deal with the long-term effects of the incident on affected families, the neighborhood and the city.

"If something like this could happen in San Bruno, it can happen anywhere," Ruane warned in concluding his remarks.

Pipeline and Hazardous Materials Safety Administration (PHMSA) Chief Counsel Vanessa Allen Sutherland joined the task force to share perspectives of her agency in promoting safety in communities.

Sutherland explained that utilities do work to address safety concerns of cities and local areas, noting it is not always a top priority.

Acknowledging that because her agency is a "small agency with a big mission" within the U.S. Department of Transportation, there are limitations to what can be done from the federal level, which explains why PHMSA is so interested in partnering with mayors and other local and state officials.

Sutherland stated that pipelines represent one of the biggest risks that "no one knows about."



# Mayors Discuss Water Supply, Public Health and Cost-Containment Issues

By Rich Anderson

Baltimore Mayor Stephanie Rawlings-Blake, and Indianapolis Mayor Greg Ballard, Co-Chairs of the Mayors Water Council (MWC) led discussions of public water policy and water efficiency best practices. The MWC met on June 21 in Las Vegas in conjunction with the 81st Annual Meeting of The U.S. Conference of Mayors.

## Texas Mayors Call for New National Strategy for Water Resource Development

Irving Mayor Beth Van Duyne reported on water supply stress in the Metroplex Region (greater Dallas-Ft. Worth area). Van Duyne stated that a survey among the region's cities revealed three top issues for cities in the region: economic development, transportation and water.

The water issue is critical because of the combination of rapid growth in population and economic activity. She stated that all water sources in the Metroplex and surrounding areas are known, and that there are water surpluses and shortages in different area sources. One of the complications is that existing water restrictions prevents many cities from sharing water supplies. Van Duyne sought to appropriate water from a bordering state and other sources to no avail. "I am going to make sure there is water for the future," she stated.

Metroplex cities, as a region, are beginning to look at simplifying some of the current restrictions in place, but state and regional water compacts impede the flow of water supplies. Denton Mayor Mark Burroughs clearly articulated the long term problem in the Metroplex area, but also, he said, it's a national problem. Burroughs stated, "The prospect of long-term water availability and drought in the midst of fast population growth and growing commercial and agricultural needs for water are potentially life threatening to our citizens and our economic vitality. This is particularly true in inland



At left, Baltimore Mayor Stephanie Rawlings-Blake with Indianapolis Mayor Gregory A. Ballard.



At left, Irving Mayor Beth Van Duyne with Napa Mayor Jill Techel.

metro areas where not even salt water is accessible for water supply development. There is no national plan for strategic water resource development in this country. Cities can't afford to solve the problems of dwindling water supplies and population growth."

Burroughs indicated that regional studies suggest that developing a new water

source in the Metroplex area could take 30 years or more to bring into use. He cited several hurdles that must be cleared to build and operate a new water supply reservoir: land and water purchase; environmental studies and state and federal permits; arranging for financing and construction. There is a real concern that population growth and securing adequate water supplies will not keep pace. Burroughs called for the establishment of a national policy making water resources development a national priority.

## Public Health, Water Treatment, Local Investment

Steve Hubbs, co-author with Robert Raucher of a new MWC commissioned report on city water treatment and public health, summarized findings of the report. Hubbs stated that cities suffered what was called in the late 1800s and early 1900s the "urban penalty," meaning that poor air quality, nutrition and microbial pathogens in drinking water caused 300 to 400 premature deaths per 100,000 population. Waterborne infectious microbial contaminants accounted for roughly 300/100,000 premature deaths annually.

That was the case, suggested Hubbs,

until the early 1900s when local governments intervened by taking advantage of advances in germ theory combined with emerging water treatment technology using filtration and chlorination to stem the tide of premature deaths from cholera and typhoid transmitted in drinking water. Because the treatment was so effective large urban centers rapidly adopted this as a best practice, and nearly overnight dramatic reductions occurred in premature deaths from waterborne microbes.

Hubbs said that the dramatic improvement in public health resulting from local government intervention in water treatment demonstrated the effectiveness of treatment, and it has been shown that the cost per premature death avoided was efficient, (roughly \$500 per avoided premature death). Hubbs also stated that all of these public benefits achieved by local government pre-date the establishment of the EPA.

Hubbs stated that today, EPA sets drinking water standards based on a one-in-a-million risk of cancer incidence over a lifetime of exposure to contaminants in drinking water. Two critical differences between regulating drinking water for carcinogens versus microbial agents are: avoiding premature death from waterborne microbes is not only demonstrated to be effective, but also the benefit/cost ratio of doing so is high: whereas preventing cancer illness (not death) is not demonstrated, and the benefit-cost ratio of potentially avoiding cancer illness is very low, comparatively.

Hubbs emphasized that a failure of local government to reinvest in water treatment infrastructure will likely lead to a re-emergence of cholera and typhoid illness and/or deaths, especially among infants and children. He suggested that diversion of limited city resources from that task in favor of placing those resources to reduce the already low potential for water to be a primary public health threat is a misdirection of resources and efforts.

## Optimizing Public Water Systems to Contain Cost

American Water Tennessee President Deron Allen presented information on American Water's pioneering efforts to leverage their substantial purchasing power as a national service company to improve system efficiencies to contain costs by redefining automated meter design specifications. Allen stated that metering is a necessity for all utilities because billings to users rely on them, and subsequently, water managers use billing to cover cost of service. Metering is still done manually in many cities. This is normally a labor intensive effort and suffers from human error and inaccuracy. Allen stated that state-of-the-art automated metering improves greatly on manual metering, but still leaves a lot of room for improvement and efficiency.

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Meanwhile, Public Stuff, founded by Lily Liu, allows city residents to contact city services through a single platform, filing requests and handling many government relationships. Liu encouraged mayors to partner with her company, pledging flexibility to meet their needs.

Another group of presenters talked about how communities can leverage resources through sharing and crowdfunding. Millicent Johnson of Bayshare and Arun Sundararajan talked about the effectiveness of sharing resources like

rides and rooms using online platforms. "The sharing economy isn't new," Johnson said, but the technology has made sharing more accessible. David Lee of SV Angel talked about a similar phenomenon, known as crowdfunding, in which anyone can invest a small amount into a community project. He stressed civic crowdfunding as an excellent solution for city projects, noting that often crowdfunding philanthropists have, "No expectation of return except that we feel like we're a part of something bigger."

In closing, Lee told the other mayors to consider all of the projects presented at the task force as models and to use his office as a resource moving forward.

## Housing Committee Adopts Resolutions Under Cloud of Severe Cuts to CDBG, HOME

By Eugene T. Lowe

Newton Mayor Setti Warren, Chair of the Conference of Mayors Standing Committee on Community Development and Housing, opened the committee meeting June 22, with news that the House Appropriations Subcommittee on Transportation, Housing and Urban Developments had passed its FY14 funding bill with drastic cuts to the Community Development Block Grant (CDBG) program and the HOME Investment Partnerships (HOME) program. CDBG was cut by nearly 50 percent, from \$3.08 billion in FY13 to \$1.6 billion in FY14. The HOME cut was from \$950 million in FY13 to \$700 million in FY14. These cuts were opposed in resolutions adopted by the Conference of Mayors Community Development and Housing Committee. Warren also encouraged all mayors to call their House of Representative member and urge opposition to the CDBG and HOME cuts.

During the committee meeting, mayors were briefed by three speakers: U.S. Department and Housing and Urban Development (HUD) Deputy Secretary Maurice Jones, Crittenton Women's Union (CWU) President and CEO Beth Babcock, and United States Interagency Council on Homelessness Barbara Poppe.

Jones told the committee that the "Administration remains very committed to partner effectively with you and your communities to build economically competitive sustainable communities for the 21st century." He stressed that this is a really important moment for the housing market as it fuels the economic recovery.

Indicators, the Deputy Secretary said, such as home prices, home sales, and affordability, "are going in the right direction." Each of the indicators, he added, "is at the strongest levels we've seen since the economic crisis started." He said, "Nearly 2.5 trillion dollars in home owner's equity has been created in the last 15 months. And the annual home price increases are at the highest level that we've seen since the housing bubble burst in mid 2006." Jones said that even with these encouraging developments, "there is plenty of work to be done."

Babcock described CWU as a very new groundbreaking science that is being done in Boston and is spreading nationally. She said that her organization is "very odd." CWU on one hand operates as an action tank doing direct services for low-income families, homeless housing, transitional housing, training, job training programs, etc. At the same time, the organization is involved in research and public policy. Babcock said that we are what a "teaching hospital is to healthcare." CWU has a number of programs centered on economic mobility that are designed to help find economic opportunities for families. Now serving 1400 women and families, CWU assist those "who are really challenged and help them to achieve real ability to support themselves and their families," Babcock said.

Poppe made an appeal to the committee to continue its work on developing plans to eliminate homelessness. During the committee meeting, the mayors adopted a resolution urging comprehensive solutions and increased investments in evidenced-informed strategies by all



Left to right, Crittenton Women's Union President and CEO Beth Babcock, HUD Deputy Secretary Maurice Jones and Newton Mayor Setti Warren.

levels of government, philanthropy, business, faith-based and community organizations to prevent and end homelessness among Veterans.

Warren introduced a new Conference of Mayors' website dedicated to CDBG that is designed to provide a place for cities to create their own CDBG webpages. Information on how cities can go about creating their webpages on the Conference of Mayors' CDBG website will be made available in the new couple of weeks.

Resolutions adopted by the Standing Committee on Community Development and Housing:

- Support for CDBG
- In Opposition to a Drawdown in CDBG Program Funding

- In Support of The Partnership for Sustainable Communities
- Support for the HOME Program
- Sequester Impacts on Public Housing Programs and the Section 8 Housing Choice Voucher Program
- Ending Homelessness Among Veterans
- In Support of Housing and Employment Non-Discrimination
- Supporting Rebuilding American Homeownership
- In Support of the White House "Strong Cities, Strong Communities" Initiative
- Transit-Oriented Development as an Economic Growth and Economic Development Strategy
- Wellness in Real Estate

## Task Force Members Learn How Bridgeport, Las Vegas Curb Energy Use, Climate Emissions

By Kevin McCarty

Carmel (IN) Mayor Jim Brainard and Bridgeport Mayor Bill Finch convened the Energy Independence and Climate Protection Task Force to review energy and climate initiatives underway in Bridgeport and Las Vegas during its June 23 session at the Conference's 81st Annual Meeting in Las Vegas.

Task force co-chair Brainard reminded mayors that, "We, as mayors, remain strong leaders in ensuring that climate action continues to go forward, from communities on up to urging states and the federal government to pay attention."

Brainard talked about how energy and climate protection have been "mainstreamed" into the Conference's program and agenda, highlighting the many Annual Meeting sessions where these issues were being addressed.



Left to right, USCM Energy Independence and Climate Protection Task Force Co-Chair Bridgeport Mayor Bill Finch, USCM Energy Independence and Climate Protection Task Force Co-Chair Carmel (IN) Mayor Jim Brainard, Building America Retrofit Alliance Chair Darren Harris, and Las Vegas Chief Sustainability Officer Tom Perrigo.

Anticipating the release of President Obama's climate plan, Brainard urged

mayors to review it once it is unveiled. "For me, I have always believed that the

President had it right when he funded the Energy Efficiency and Conservation Block Grant Program (EECBG) at the Department of Energy. This was all about investing in us, in local action, to build consensus on solutions that the public can and will embrace," he said.

### Las Vegas Advances its Energy, Climate Goals

Las Vegas Chief Sustainability Officer Tom Perrigo briefed the task force member on some of the city's efforts to reduce energy and greenhouse gas emissions, praising Mayor Carolyn Goodman for her leadership.

Citing the city's \$65 million investment in efficiency and renewable projects, Perrigo explained how this commitment helped achieve a 30 percent reduction in city greenhouse gas emissions and a 40 percent reduction in city energy costs. Urging mayors to notice the new city hall and its energy features, including its solar installation, Perrigo noted

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# Transportation and Communications Panel Considers Resolutions, Amtrak Funding, Local Transportation Priorities

By Kevin McCarty

Transportation and Communications Committee Acting Chair Tallahassee Mayor John Marks convened his colleagues for a June 21 committee session during the Conference's 81st Annual Meeting in Las Vegas. At the meeting, mayors approved 16 new resolutions, reviewed funding challenges affecting Amtrak and its operations, and heard a presentation on federal funding and local transportation priorities.

In his remarks, Marks reminded mayors that there is much work ahead for the committee and the organization to address local transportation needs in next year's transportation legislation to renew the nation's surface transportation law. Specifically, he said, "We have more work to do to make sure more of these funds [federal transportation dollars] are subject to local decision-making through our MPOs [metropolitan planning organizations]."

Marks also praised House Transportation and Infrastructure Committee Chairman Bill Shuster for joining with mayors at the Annual Meeting to talk with mayors about the importance of investing in the nation's transportation infrastructure, reminding mayors "to let him know that the mayors will support his efforts to increase federal investment in our infrastructure."

## Cornett Warns of Threats to Amtrak Funding

Oklahoma City Mayor Mick Cornett, chair of the Amtrak Mayors' Advisory Council, briefed panel members on recent Congressional actions affecting next year's appropriations for the nation's intercity passenger rail system.

Cornett pointed out that a House Appropriations Subcommittee had



Left to right, USCM Transportation and Communications Committee Member Piscataway Mayor Brian Wahler, USCM Committee Vice Chair Madison Mayor Paul Soglin, and USCM Committee Acting Chair Tallahassee Mayor John Marks.

reduced Amtrak's budget by 30 percent, an action that affected the nation's entire passenger rail system. In addition to urging mayors to weigh in with their Congressional delegations on these cuts, he recommended that contacts be made with governors to encourage them to preserve passenger rail services serving cities in their respective states. Cornett also pointed out that Amtrak's authorization expires at the end of 2013, and that it was important to let Chairman Shuster and others know that mayors care about keeping a national system.

## Local Transportation Priorities

Conference of Mayors Trustee Southfield Mayor Brenda Lawrence addressed

mayors on the need to secure additional federal funding for local transportation priorities, providing an overview on how recent changes in MAP-21 undermined longstanding commitments to local decision-makers and their MPOs.

"During the debate on the last bill, known as MAP-21, mayors and other local leaders had been assured that existing funding commitments would be preserved," Lawrence said. "When the smoke cleared, this proved not to be the case."

In her Detroit region, she noted, the area's share of Surface Transportation Program dollars (STP) dropped significantly. "This is a 16 percent cut in our share, while the overall STP program grew along with the state share of these

funds," she told the committee members.

Lawrence with Marks encouraged mayors to get more involved in the debate on the next federal surface transportation law to ensure that a larger share of available funds are subject to local decision-making.

## Adopted Resolutions

- Support for Nomination of Mayor Anthony Foxx as U.S. DOT Secretary
- In Appreciation of the Honorable Ray LaHood
- In Support of a Strong American Infrastructure
- America Fast Forward Transportation Bonds
- In Support of TIGER Grants
- A New Era for Urban Streets and Urban Infrastructure
- Transit-Oriented Development as an Economic Growth and Development Strategy
- Opposing Truck Size or Weight Increases
- In Support of Relief from Railroad Congestion in our Nation's Cities
- In Support of High Speed Rail
- In Support of Safety and Integrity in the Nation's Air Traffic Control System
- Preserving Local Government Authority over Satellite Dish Installation Locations
- In Support of the Gigabit City Challenge
- Support Increased Access to Broadband and Spectrum
- Need to Preserve Local Government and Consumer Rights in the Broadband Era
- Public Private Partnerships Transforming Smart City Technology and Sustainability Infrastructure

# Partner America – The Mayors Small Business Resource

By Jeff Bean

American Management Services' Chief Operating Officer Louis Mosca addressed the Small Business, Franchising and Entrepreneurship Task Force at the 81st Annual meeting in Las Vegas on behalf of the Partner America Program. The Task Force is Co-Chaired by Burnsville Mayor Elizabeth B. Kautz, a Past President of the Conference of Mayors, and Kansas City Mayor Sylvester "Sly" James, co-chair of the task force. Kautz recalled the Partner America Event she hosted in Burnsville and how well received it was by the local business owners and how helpful they said it was. She encouraged all mayors to take advantage of the Partner America program.

Mosca challenged the mayors to remain on the front line in assisting Main Street recovery. "Our clients, your constituents and friends, continue to suffer from lack of credit, lack of top line sales, cash flow, manpower efficiency and fear of healthcare regulations. No elected official understands or can communicate better with Main Street independent business owners than mayors." Mosca encouraged all mayors through The United States Conference of Mayors to link their city's website to the Partner America website (partneramerica.com) and to continue promoting Mayors' Small Business Awareness Days. As Mosca explained, hosting these gatherings provides a forum for "a lot of intelligent people getting together to do good things in their communities."

The mayors in attendance provided insight from their own communities as well. James, a recipient of the Partner America Mayor's Small Business Advocacy Award, suggested adding reintegration to the small business conversation. Pembroke Pines Mayor Frank Ortis, also a recent recipient of the Partner America Mayor's Small Business Advocacy Award and a small business owner himself, emphasized the confusing nature of business regulations in his town, and the need to facilitate a conversation that can lead to small business success for those citizens who don't know where to start. For additional information regarding the Partner America Small Business Program, contact Jeffrey Bean at jbean@usmayors.org or 202-446-8140.



American Management Services Chief Operating Officer Louis Mosca addresses the Small Business, Franchising and Entrepreneurship Task Force Meeting.

## Vacant and Abandoned Properties Task Force Briefed on Vacant Residential Properties Initiatives

By Jocelyn Bogen and Eugene T. Lowe

Columbia Mayor Steve Benjamin, Chair of the Vacant and Abandoned Properties Task Force, opened the meeting on June 23 stating the task force purpose to afford mayors the opportunity to learn the latest and most effective policies and best practices for making vacant and abandoned properties productive and useful to our cities and citizens. Three speakers addressed the task force on Property Preservation & REO Disposition, Renovation Lending, and were briefed on the City of Las Vegas' Vacant and Abandoned Properties Strategy.

Tyler Smith, Vice President of REO Community Development for Premier Asset Services of Wells Fargo, talked about the bank's efforts from default through the REO disposition with respect to residential properties. Smith explained that prior to foreclosure, Wells Fargo strives to maintain properties, comply with municipal code, and partners with officials to seek resolution. After foreclosure, Wells Fargo manages its properties under the trade name Premiere Asset Services (PAS). PAS strategic objectives

include working with communities and neighborhoods to stabilize the residential housing market, minimizing days on market, and optimizing net sales proceeds.

Wells Fargo Home Mortgage Vice President National Renovation Program Bill Trees gave a presentation on how homebuyers are utilizing renovation to purchase or refinance a property in as-is condition and obtain additional funds to make repairs and improvements. Consumer benefits can occur in a number of ways: minor home improvements such as painting, flooring replacement and appliance updates as well as complex improvements such as additions, health and safety renovation, and razing to the foundation. There are also a number of community benefits in the renovation program: enable buyers to purchase and renew aged housing stock; help build value back into the housing market; helps cities with job opportunities (contractors, material suppliers, and services); and help realtors sell properties requiring improvements that cannot be financed to a broader client base.

The Task Force concluded with Las Vegas Economic and Urban Development Department Director Bill Arent discussing



Left to right, Las Vegas Economic and Urban Development Department Director Bill Arent, Wells Fargo Vice President of REO Community Development for Premier Asset Services Tyler Smith, USCM Vacant and Abandoned Properties Task Force Chair Columbia Mayor Steve Benjamin, and Wells Fargo Home Mortgage Vice President National Renovation Program Bill Trees.

the local Vacant and Abandoned Properties Strategy. Arent said that Las Vegas and Clark County is a test case for what has happened in the foreclosure market. At present, Las Vegas is focusing attention on the poorer neighborhoods and older neighborhoods where the recovery is going more slowly. He said that over half of the homeowners are underwater, owing more on the mortgage than the home is

presently worth. This is an improvement. It was up around 70 percent. There are also about 800,000 vacant housing units in Clark County. Arent said, "We see an opportunity to try to bring new employers providing new employment. Housing will be a large component of household expenditures and we think this is a new opportunity to bring new employment to try to fill up those homes."

## Energy Block Grant, Nuclear Waste Disposal Focus of Energy Committee

By Debra DeHaney-Howard

Santa Ana Mayor Miguel Pulido, Chair of the Conference of Mayors Energy Standing Committee, led a vigorous debate on a number of energy-related policy issues, including the storage and disposal of radioactive nuclear waste during the June 24 Energy Committee meeting. Panel members also considered proposed resolutions on other energy issues such as funding for Energy Block Grants, increasing federal assistance to cities for energy assurance initiatives, and supporting wind energy production.

Following debate on the nine proposed policy resolutions — which were passed out of Committee and subsequently approved by the full membership of the Conference — members heard from Las Vegas Mayor Carolyn Goodman and Bridgeport Mayor Bill Finch, Co-Chair of the Conference of Mayors Climate Protection Task Force.

Goodman briefed members of the Committee on the city's energy efficiency and conservation programs, including the Convene for Green program. She told panel members that one of the intentions of the Convene for Green program is to "reduce energy costs for residents by implementing technologies and energy efficiencies that lower energy use."

This initiative, with a focus to make Las Vegas more sustainable, along with



Left to right, USCM Energy Committee Chair Santa Ana Mayor Miguel Pulido, Las Vegas Mayor Carolyn Goodman, and USCM Energy Committee Vice Chair Gresham Mayor Shane Bemis.

the leadership of Mayor Goodman, has expedited the expansion of Las Vegas' sustainability programs.

Goodman stated that since 2008 more than 30,000 energy efficient LED streetlights have been installed, five megawatts of renewable energy have been added at city facilities, and have constructed a number of Leadership in Energy and Environmental Design (LEED) certified buildings in

downtown Las Vegas, including the new 270,000-square-foot City Hall, which is partly powered by roof-top solar panels.

"Reducing Bridgeport's carbon footprint and making the city one of greenest in Connecticut has been a top priority of mine," Finch said in his remarks to the Energy Committee. Finch described a number of programs developed and implemented to meet goals set forth in

city's BGreen 2020 Sustainability Plan, including the Energy Improvement District program, which was established to promote, develop and fund energy-related activities such as retrofitting buildings. "Since establishing our Energy Improvement Districts, we have help to lower energy costs, increase renewable energy development and usages and attract new business," Finch said.

Finch described other BGreen 2020 programs that have contributed to Bridgeport's efforts in achieving its sustainability goals, including the Youth Conservation Corps, the Green Collar Institute, and the anaerobic processing system to process solid waste.

### Adopted Resolutions

- Supporting Full and Dedicated Funding of the Energy Efficiency and Conservation Block Grants
- Support to Double the Nation's Energy Productivity
- In support of Increasing Funding for Local Government Energy Assurance and Energy Security Efforts
- Require that The U.S. Department of Energy Focus on the Treatment and Storage of Radioactive Waste On-Site where Appropriate to Mitigate Health and Environmental Risks of Transporting Low, High and Mixed Level Waste to Offsite Treatment Facilities
- Support for Onshore and Offshore Wind Energy Production
- Endorsing the Maximum Achievable Building Energy Efficiency Improve-

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# Task Force Focuses on Need for Quick Passage of Immigration Reform Legislation

By Laura DeKoven Waxman

"I'm struck by how far we've come since we last met at a Conference of Mayors Annual Meeting," Immigration Reform Task Force Chair Laredo Mayor Raul Salinas said at the Task Force June 21 meeting in Las Vegas.

"One year ago at this Task Force meeting, recognizing that passage of the DREAM Act was not going to happen quickly, we called on the Department of Homeland Security to create a program which would allow DREAM Act-eligible young people to apply for provisional status on a case-by-case basis, thus allowing them to pursue their dreams while contributing their considerable talents to the country they love and consider home," Salinas continued. "While we were in Orlando for that meeting, President Obama and Secretary of Homeland Security Napolitano announced the deferred action policy. Today we have with us one of the wonderful young Americans who that policy is helping to stay in our country. Of course, as he will tell us, there is more to do."

Salinas was referring to Alejandro Morales, one of four DREAMers featured in *The Dream is Now*, a documentary screened for the Task Force which portrays the impact that undocumented status has on young people who came to the U.S. as young children and makes the case for quick passage of immigration reform legislation. Morales told the Task Force about his dreams of becoming a U.S. Marine and his resolve to make that happen someday and to even go on to becoming the first Hispanic Commandant of the Marine Corps.

Conference of Mayors Second Vice President Sacramento Mayor Kevin Johnson brought the film to the Conference of Mayors and introduced it, along with Emerson Collective Senior Advisor Aarti Kohli, which helped to make the film possible and is promoting screenings of it



**Left to right, Homeland Security Department Assistant Secretary Phil McNamara, USCM Task Force Vice Chair Little Rock Mayor Mark Stodola, USCM Task Force Chair Laredo Mayor Raul Salinas, DREAMer Alejandro Morales, Senior Advisor to the Emerson Collective Aarti Kohli, and USCM Second Vice President Sacramento Mayor Kevin Johnson.**



**At left, Phoenix Mayor Greg Stanton with Los Angeles Mayor-elect Eric Garcetti during Immigration Task Force meeting.**

in communities across the nation. Task Force Vice Chair Little Rock Mayor Mark Stodola led a discussion on the film and Kohli invited the mayors to go to [www.thedreamisnow.org](http://www.thedreamisnow.org) for information on the film and to view it.

Johnson also described a new initiative to be unveiled later this summer,

Inside Out Immigration, which will take place in cities across the country. It will provide large public art installations featuring local residents' faces and providing a graphic display of their diversity.

The Task Force was briefed on the status at that time of immigration reform legislation in Congress by Department of Home-

land Security Acting General Counsel Jim Sandweg and the Department's point person on immigration reform, and Center for American Progress Immigration Policy Vice President Angie Kelley. At the time of the Task Force meeting, the bill was pending in the Senate, so Sandweg and Kelley's briefings were done over the phone since both needed to remain in Washington.

Besides going over the bill's key provisions, they discussed an amendment that had just been proposed by Senators John Hoeven (ND) and Bob Corker (TN) that would require a further increase in personnel and infrastructure along the southern border before immigrants could be switched from provisional to permanent legal status. Sandweg's comments made it clear that the Obama Administration was accepting the amendment, which was adopted and, in fact, paved the way for increased Republican support of the bill on final passage the following week. In her comments, Kelley had focused on several Republican Senators whose support was critical to passage with a strong bipartisan show of support.



**DREAMer Alejandro Morales describing his life as an undocumented person and his aspiration to become a U.S. Marine.**

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- ments in the 2015 International Energy Conservation Code
- Promoting the Energy Efficiency by the Nation's Electric and Gas Utilities
- In Support of Combined Heat and Power
- Conserving Energy and Protecting the Public from Injury and Death Caused by Contact Voltage in our Communities

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how the city had already developed two net zero public buildings. Acknowledging the Conference of Mayors leadership on these issues, Perrigo explained how the 2005 Mayors Climate Protection Agreement had helped prompt early actions by the city to address its energy use and climate emissions.

Joining Perrigo for the presentation was Building Media, Inc. President Darren Harris, Chair of the Building America Retrofit Alliance. Supported by the U.S. Department of Energy's Building America Program, Harris talked about how the Alliance was developing strategies, including demonstration projects like those in Las Vegas, to find ways to

reduce the \$240 billion in energy costs paid annually by the roughly 113 million homes throughout the U.S.

"Our work in Las Vegas is real bell weather for what's being done," Harris told the mayors, explaining that the overall goal of the Building America Program is to find ways to reduce energy consumption in residential buildings by 30-50 percent. These buildings, he noted, account for about 22 percent of all U.S. energy use.

### BGREEN 2020 Guides Bridgeport's Efforts

Task force co-chair Finch presented an overview of his many efforts to green Bridgeport, activities largely guided by his city's BGreen 2020 plan. He explained how sustainability and education reform are his Administration's top two priorities. "The more we can urbanize, the more we

can reduce emissions," he said in explaining that the average Bridgeport resident generated about 50 percent of the emissions of a suburban resident.

He talked about Bridgeport's Eco-technology Park, which he noted is already home to the world's second largest fuel cell. At the park, he talked about how there are already a number of new businesses that are recycling waste materials. "We [Bridgeport] are redefining waste so there will be none in the future," he said.

His other initiatives include a Mayor's Conservation Corps, an Energy Improvement District, a CNG refueling station, a district heating loop, and a heroes' village where veterans run the food production from local greenhouses to supply local restaurants and other businesses. The city is also partnering with a business that recycles tires into bikeways and pathways.

## Mayoral Strategies for Facilitating Small Business, Entrepreneurship

By Eugene T. Lowe

Past Conference of Mayors President Burnsville Mayor Elizabeth B. Kautz, Co-Chair of the Small Business, Franchising and Entrepreneurship Task Force, said to the participants at the meeting held on June 24 that the purpose of the session was to provide some real life tactics to help facilitate small business and entrepreneurs in cities. Kautz said, "We can help facilitate by providing capital and other resources to establish enterprises."

Co-Chair, Kansas City (MO) Mayor Sly James said that he was happy to be engaged with the task force because working with entrepreneurs in his city was a big deal. He said, "I am dedicated to finding innovative ways to support entrepreneurs." James encouraged all mayors to build that entrepreneurial eco system that is essential to building the businesses of the future. We need to find better ways to partner with entrepreneurs, but sometimes the best way is to get out of their way so they can do what they do. Sometimes governments are a hindrance to entrepreneurial endeavors but we need to be able to make the distinction of when to help and when to step away.

Former past President of the Conference of Mayors and former Trenton Mayor Douglas H. Palmer briefly addressed the task force. Palmer is credited with bringing the franchising component to the Small Business Task Force and the Conference of Mayors.

The task force then heard presentations from four speakers: American Management Services Executive Vice President and COO Lou Mosca, International Franchise



**Left to right, USCM Past President and former Trenton Mayor Douglas H. Palmer, American Management Services Executive Vice President and COO Lou Mosca, International Franchise Association Senior Director of State Government Affairs Dean Heyl, USCM Past President Burnsville Mayor Elizabeth B. Kautz, Kansas City (MO) Mayor Sylvester "Sly" James, HomeAway Inc. Government Relations Director Matthew Curtis, and International Franchise Association (IFA) Education and Diversity Senior Director Miriam Brewer.**

Association (IFA) Senior Director of State Government Affairs Dean Heyl, International Franchise Association (IFA) Education and Diversity Senior Director Miriam Brewer, and HomeAway Inc. Government Relations Director Matthew Curtis.

Mosca briefed the task force on Partner America and how it can help small businesses today. He said that American Management Services through Partner America focuses on small, privately owned businesses. Partner America helps small business realize sustained growth and profitability. It has helped thousands of businesses increase profits and cash flow. Partner America accomplishes its goals by providing business management expertise, technical assistance, education mentoring and advice.

Heyl told the task force that the Inter-

national Franchise Association represents nearly 13,000 franchisee, 1,200 franchisor and 600 supplier members nationwide across 295 business categories. He said that a study found that over 825,000 franchised establishments in the U.S. contributed nearly 18 million jobs and generated \$2.1 trillion in economic output.

Heyl said that more credit, however, is needed to expand franchising; there is a credit gap of 20 percent or \$2 billion facing franchise small businesses. There are other challenges: zoning restrictions and employee wage and hiring issues. Some would like to zone out franchises, while others are requiring a high minimum wage out of the reach of many franchises, and there is a proposed ordinance related to hiring convicted criminals. Heyl said that men and women who have served in the U.S.

military can take advantage of the Veterans Transition Franchise Initiative, known as "VetFran." The program encourages franchise ownership by offering financial incentives to honorably discharged veterans.

Brewer described the International Franchise Association's Diversity Institute. She said that the Diversity Institute provides one convenient place where minority prospects can explore franchise offerings of companies actively looking to recruit minority franchisees. The IFA hosts "One-Day Opportunities in Franchising" seminars in major cities across the country. IFA will also open three Franchise Resource Centers over the next year. IFA also has a "Meet With the Mayors" program, which is designed to enhance the relationship of IFA members with their local mayor and to develop a plan on how to work most effectively with the Office of the Mayor and the city's Economic Development Office. Kautz, along with other local Minnesota mayors held such an event with IFA on September 25, 2012.

Curtis began his remarks by developing further James' comment on building an eco system for entrepreneurs. As a former staff person to several mayors and working with different entrepreneurs over the years, Curtis said from his perspective, it really is about building that eco system or building an atmosphere of support. "I think it is important when working with entrepreneurs in your community is connecting to them, coordinating with them, and helping them to integrate. They don't always know how to work with government", Curtis said. He ended his remarks by suggesting that mayors look into Austin (TX) Small Business Development Program, which he said is an award winning program that can be used as a best practice.

## Republican Mayors and Local Officials



**Left to right, House Transportation and Infrastructure Committee Chairman Bill Shuster (PA), Republican Mayors and Local Officials President Oklahoma City Mayor Mick Cornett, and USCM Vice President Mesa Mayor Scott Smith.**



**Republican mayors.**



## VETERANS

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costs and other benefits. He asked mayors to team up with the VA State Directors and put programs in place to assist veterans in filing for benefits. He explained that as more veterans take advantage of these benefits, more dollars will be spent in states and local communities.

### 50th Anniversary Commemoration of the Vietnam War

Department of Defense Vietnam War 50th Anniversary Commemoration Program Director General Mick Kicklighter told mayors that Congress passed legislation in 2008 that tasked the Department of Defense to organize, recruit and support events all across America to assist the nation in thanking and honoring our Vietnam Veterans and their families, especially families who have lost love ones in that war and families who still have love ones that are missing or unaccounted for. The Commemoration will be in 3 phases: Phase 1, which runs from now to the end of 2014, will focus on organizing, recruiting, and supporting commemorative partners; Phase 2, which will take place between 2015 and 2017, will focus on a kickoff with a joint meeting of the House

and Senate, and commemorative partners will be asked to conduct two events each year in home town America to thank and honor veterans and their families; and Phase 3, which will take place between 2018 and 2025, will focus on providing educational material and making sure the legacy of the Vietnam War era is properly established in history. During the past 8 months, Kicklighter said the Program has recruited more than 4,650 commemorative partners, including six states and eleven cities. The city of Auburn was one of the first cities to join as a commemorative partner. New York and Chicago have also joined. Cities can join by applying online at [www.Vietnamwar50th.com](http://www.Vietnamwar50th.com).

### Ending Homelessness Among Veterans

Continuing on the theme of honoring veterans, U.S. Interagency Council on Ending Homelessness Executive Director Barbara Poppe told mayors that one of the things they could do to commemorate veterans is to make sure they are not sleeping on the streets and that they have the dignity of a place to live. She told mayors about the federal government's Opening Doors program which has four goals: end chronic homelessness by 2015; end veterans homelessness by 2015; end homelessness among families,

children and youth by 2020; and set a path to end all types of homelessness by 2020. As executive director of the Council, Poppe works with 19 different federal agencies to create a national partnership with every level of government and the private sector to reduce and end homelessness in our nation. By working together and better coordinating the various services available to veterans, Poppe believes if veterans can be encouraged to take advantage of the benefits and services offered by the VA and other federal agencies, "we can prevent them from experiencing long term homelessness." The collaboration between federal agencies and the partnerships with other levels of government and the private sector are working. According to Poppe, "The good news is that because of this concerted effort over the last two years, we actually reduced veteran homelessness across the country by 18 percent."

### Transitioning From Active Duty to Local Communities

Association of Defense Communities CEO and Executive Director Tim Ford told mayors his association represents 90 percent of the top defense communities with military installations. He acknowledged that a lot of change is occurring in the military that will have a huge impact on these communities. As a result his asso-

ciation is focusing on two issues: what should be the role of defense communities as active duty people make the transition back in to local communities; and putting in place a Landing Zone, a concept that assumes a set of benefits and services need to be in place in local communities to help service members make the transition. If certain benefits are in place, service men and women will be in the best position to move forward. Ford said his association is developing a model for defense communities so they can look at what they have in place and make sure they have established a landing zone.

### Veterans Resource Association

Orangehat Group Principle Randall Skoglund spoke about a new organization being formed, the Veterans Resource Association, which will encourage cities to start viewing veterans as someone they should recruit and even compete for. He cited three reasons for doing this: (1) veterans are powerful engines for economic growth due to all of the benefits they are entitled to that can be spent in local communities; (2) they are people you want in your communities because they are hard working, dependable, decent people; (3) it's the right thing to do for someone who has put their life on the line for our freedom.

## National Conference of Democratic Mayors



*At podium, White House Deputy Assistant to the President and Director of Intergovernmental Affairs David Agnew speaks to members of the National Conference of Democratic Mayors at their June 21 meeting with President of the National Conference of Democratic Mayors Minneapolis Mayor R.T. Rybak, left.*



*Democratic mayors listen to the presentation given by White House Deputy Assistant to the President David Agnew.*

# Metro Economies Committee Focuses on Municipal Bonds, Pension Benefits; Katz Briefs on Metropolitan Revolution

By Larry Jones

Louisville Mayor Greg Fischer, Chairman of the USCM Metro Economies Committee, welcomed noted author and widely known expert on smart ideas and innovations in local governments Bruce Katz to the Committee's June 22 meeting to discuss his new book — *The Metropolitan Revolution: How Cities and Metros are Fixing our Broken Politics and Fragile Economy*. Katz, who currently serves as Vice President at the Brookings Institution and Founding Director of the Brookings Metropolitan Policy program, told mayors attending the meeting that in an era when the nation continues to face gridlock in Washington, economic stagnation and fiscal turmoil, we are witnessing a power shift away from Washington, and even state capitols, toward our major cities and metropolitan areas.

## Metropolitan Revolution

Katz told mayors his book is about the metropolitan revolution, a national movement taking place in local communities across the nation where mayors and a network of pragmatic leaders, are tackling big issues that politicians in Washington will not or cannot solve. He explained that over the next ten years we will see a significant reduction in discretionary spending at the federal level according to the latest Congressional Budget Office estimates. He said this will be partially driven by the aging population which will require increased spending on Medicare, Medicaid and Social Security. "And assuming that Washington does not raise taxes, which I think is a good assumption, it means they are going to shift responsibilities, which they are already beginning to do, for infrastructure, education, and a whole series of domestic issues down to states, to cities and metropolitan areas." According to Katz, cities and metro areas are already beginning to respond to this, led by mayors and other corporate and civic leaders.

Katz cited a number of examples of cities tackling their own problems instead of looking to Washington for answers. He mentioned New York City's Applied Sciences Initiative, which will help diversify the city's vast economy by fostering cutting edge technologies in media, healthcare, urban transport, and the built environment; Portland's export plan, which is based on selling the sustainability solutions it has perfected to other cities around the world; Houston's Neighborhood Centers, Inc, which gives new immigrants access to low cost banking, education, child care and healthcare and helps them start climbing the employment ladder.



*At left, Louisville Mayor Greg Fischer is shown chairing the June 22 Metro Economies Policy Committee meeting with Racine Mayor John Dickert, who serves as Vice Chair of the Committee.*

der. He also mentioned that Miami's leaders understand that their future prosperity depends on Latin America, and they are creating strong ties with Brazil and other nations. Denver's leaders have crossed county and party lines again and again to find the resources that would build a world-class metropolis, including a first-rate modern mass transit system. Katz further pointed out that a major expansion of public transit in Los Angeles led to a national coalition of mayors and metropolitan leaders fighting for and winning a significant change in federal spending on transportation programs, which put people to work on important infrastructure projects. In Boston and Detroit, city officials, entrepreneurs, universities, and business leaders are inventing Innovation Districts that are designed to nurture the ideas that will power these economies for the next century.

## Changing the Tax Exempt Status of Municipal Bonds

Michael Decker, Managing Director and Co-Head of the Municipal Securities Division of the Securities Industry and Financial Market Association, told mayors that proposals are still pending that would cap or eliminate the tax-exempt status of municipal bonds. For the past two years the President has included a provision in his budget proposals that would cap tax-exemptions, including interest earned from municipal bonds, for high-income earners at 28 percent. Also, the Senate's 2014 budget provide options that will allow the tax-exemption to be capped or eliminated. Decker told mayors

we have gotten a lot of millage from a joint survey released by the Conference of Mayors, the National League of Cities and the National Association of Counties, which shows that state and local governments would have lost an estimated \$173 billion over the last decade if the 28 percent cap had been in effect, and an estimated \$495 billion over the same period if the tax-exemption had been eliminated.

Decker reminded mayors that the House Ways and Means and Senate Finance Committees are moving ahead with plans to introduce a comprehensive tax reform bill, which could affect the tax-exempt status of municipal bonds. He urged them to keep the pressure on their congressional delegations by reminding them of the impact that the 28 cap will have on their cities. He also encouraged them to talk to their congressional delegations about specific infrastructure projects that have been successfully—the schools, bridges and other projects that have been financed by tax-exempt municipal bonds.

## Pensions Reform

Jacksonville Mayor Alvin Brown told mayors after winning his 2011 election, he said he would tackle his city's growing pension liability issue and ordered his transition team to work on it for a year and a half. The city faced serious financial challenges with its public safety retirement fund. During the last decade, the city watched its annual contribution to the pension fund grow by a staggering 1,125 percent, from approximately \$10 million in 2003 to nearly \$122 million in 2013. The pension plan's unfunded

liability grew from \$400 million in 2003 to nearly \$1.4 billion in 2011. This meant that the fund was only 38 percent funded in October 2011. In less than two years after entering office, Mayor Brown told mayors he reached agreement and announced a historic reform of pension benefits for Jackson's public safety employees. The plan calls for increased employee contributions for employees hired after October 1, 2013. For these new employees it also caps annual benefits, increases the retirement age, reduces the benefit accrual rate, lowers the cost of living adjustment (COLA) and abolishes the Deferred Retirement Option Program. Current police and fire employees will retain their benefits but will contribute additional funds to their pension plan. If approved by the Jacksonville City Council, the reform is projected to save taxpayers \$1.2 billion over the next 30 years, including \$45 million in 2014.

## Adopted Resolutions

- Defending the Tax Exemption of Municipal Bonds
- In Support of the Municipal Bond Tax Exemption
- In Thanks to Senators Enzi, Durbin and Alexander
- The Need to Preserve Local Government and Consumers Rights in the Broadband Era
- Expressing Opposition to Proposed Changes in the Net Asset Value Rules for Money Market Mutual Funds
- Supporting Change of Municipal Securities Definition in the Volker Rule
- In Support of Critical U.S. Census Bureau Surveys
- In Support of Repatriating Corporate Earnings to Build Infrastructure in the United States
- Promoting Local Hiring and Local Procurement of Goods and Services A New National Model for Investments
- Supporting the Reinstatement of the Superfund Tax
- Charitable Tax Reform
- In Support of Federal Historic Tax Credit
- Ending Homelessness Among Veterans
- Assume the Purple Heart Designation in U.S. Cities, Capital Cities and U.S. Territories
- Arts and Health in the Military
- In Support of the United States Conference of Mayors Retirement Program
- Supporting Comprehensive Regulatory Streamlining and Reform
- In Support of Policies for Shareable Cities
- In Support of Increasing Tobacco Excise Taxes to Pay for Preschool for All Four-Year Olds in Low Income and Moderate Income Families, Expanded Care for Infants and Toddlers, and Expanded Federal Investments in Home Visitation Program
- In Support of the Renewal of the Brownfields Tax Deduction
- Regional Export Challenge Grants



## Exports and Ports Task Force Continues Push for Harbor Maintenance Trust Fund, Increase in Exports

By Dave Gatton

Jacksonville Mayor Alvin Brown told members of the Metro Exports and Ports Task Force that progress was being made in efforts to require the federal government to spend Harbor Maintenance Trust Fund fees on modernizing the nation's ports. Currently the trust fund has a nearly \$7 billion surplus. The task force met on June 23 during The U.S. Conference of Mayors annual meeting held in Las Vegas.

"Through bi-partisan efforts in the Senate, Congress would be required to appropriate all HMTF fees raised annually to be appropriated for port investments," said Brown, who chairs the task force, and referring to the recently passed Water Resources Development Act of 2013 (WRDA) in the Senate. "This will result in a significant increase in the funds available to our ports," he said.

In a related development, House Transportation and Infrastructure Committee Chairman, Representative Bill Shuster signaled that his committee would include a similar provision in their re-authorization of WRDA. Speaking before the mayors' plenary session the previous day, Shuster said that ports were a priority and that HMTF resources should be dedicated to modernizing the nation's ports.

The task force then heard from a forum of mayors who were working with the Brookings Institution on developing regional export strategies.

Des Moines Mayor Frank Cownie reviewed results from a survey of his city's businesses on the challenges to expanding exports. The top three challenges were: knowledge of foreign markets; transportation costs; and foreign government regulations and policies. Over 19,400 jobs were supported through exports in 2010 in the Des Moines region. The goal is to increase the 450 companies that currently export by ten percent. "Exports represent a growth opportunity for our region, but we have to be strategic and targeted in our outreach and assistance efforts," Cownie said.

Portland Mayor Charlie Hales told the mayors that Portland is the 2nd-fastest growing export market among the 100 largest metros, and the 12th largest by volume in 2010 with \$21 billion in exports. The Greater Portland Export Plan's goal is to double exports over the next five years by supporting and leveraging primary exporters (the Intel plan); catalyzing under-exporters, by working with a select group of key manufacturers; enhancing the export pipeline through export mentoring of small and medium sized firms; and marketing Portland's global edge.



Left to right, Beaverton Mayor Denny Doyle, USCM staff member Dave Gatton, USCM Exports and Ports Task Force Chair Jacksonville Mayor Alvin Brown, and USCM Exports and Ports Task Force Vice Chair Fresno Mayor Ashley Swearengin.

Beaverton Mayor Denny Doyle expanded on these objectives by describing how his city reached out to small and medium size business.

Columbus (OH) Mayor Michael Coleman reviewed his Columbus export plan and discussed the advantage that Rickenbacker airport and logistics center gave to the region.

Long Beach Mayor Bob Foster reiterated the Conference's call for develop-

ment of a national all-freight policy to bring cost efficiencies to the movement of goods, both exports and imports.

Bruce Katz of Brookings summarized the importance of exports by reminding the mayors that the nation still "sells mostly to ourselves, when most of the world's future market growth will occur beyond our borders."

## "Politics in America Has to Change" Says Diaz, Author of New Book on Miami

By Steven Lee

Former Miami Mayor Manny Diaz, a past Conference of Mayors President, spoke June 23 about his new book and his thoughts on the difference between politics at the national level and at the city level. The book, titled "Miami Transformed: Rebuilding America One Neighborhood, One City at a Time," focuses on Diaz's reinvention of Miami as its mayor from 2001-2009.

"I wrote this book because politics in America has got to change; in fact, that is the first line of the book," Diaz said. "More and more of us are coming to the realization that no matter our side of the political aisle we can all agree that none of us is satisfied with the direction or the state of our country."

In his remarks, Diaz said that national politicians seem to lack solutions or relationships. "What I see is a group of people that don't really seem to like each other," Diaz said. "And we seem to go from crisis to crisis without any long-term solutions. In Washington, they don't manage crisis, they manage by crisis."

Diaz criticized the lack of a national budget, clear economic plan, energy



Former Miami Mayor Diaz talks about his book "Miami: Revisited" that focuses on his eight-year tenure as mayor of Miami.

plan, and infrastructure plans, outlining three ways mayors are different from politicians at the national level.

The first way mayors are set apart

from other politicians are their proximity to the people, according to Diaz. "Mayors cannot hide. We can't get on a plane back to the Beltway. We run into our con-

stituents at our places of worship, at a gas station, at a supermarket, having a cup of coffee, and we all know they let us know what they think about the way we're governing," he said.

For his second point, Diaz noted that, "Cities are America's laboratories."

During his remarks and in his book, Diaz refers to a President Kennedy who wanted to get to the moon. Though the dream was written off by many, just a few years later, Diaz saw Neil Armstrong land on the moon. "We need our go to the moon moment and we need it now," he said. "That's what leaders do. You dream big. And then you lead others to your idea."

Finally, Diaz said that mayors are free from being shackled by political ideology allowing decisions to be dictated by a common sense, practical, and business-minded approach. "A job creator will not come into a city that has poor schools, a poor transit system and infrastructure, lack of economic opportunity, and one who fails to be open and welcoming to all of its residents," Diaz said.

# Mayors Promote Infrastructure Partnerships at CGI America Meeting

By Kevin McCarty

More than 1,000 leaders from business, non-governmental organizations, government, philanthropy, academia and others convened June 13-14 in Chicago for the third meeting of the Clinton Global Initiative America (CGI) to develop concrete solutions for U.S. economic recovery and other economic and social challenges.

Several mayors, including top leaders of the Conference of Mayors, joined with former President Bill Clinton, host Chicago Mayor Rahm Emanuel, Hilary Rodman Clinton, Chelsea Clinton, U.S. Treasury Secretary Jack Lew, New Jersey Governor Chris Christie and other leaders who contributed to sessions throughout the two-day meeting, aimed at generating ideas and supporting commitments to action by key individuals and organizations.

Emanuel, who chairs the Conference of Mayors-Clinton Global Initiative Task Force on Infrastructure Financing for Cities, led the working group track on these issues where a number of mayors met and collaborated with business, academic and other experts to develop additional strategies and possibly new models for financing local infrastructure.

## Conference of Mayors Leaders Featured at Key Sessions

Conference of Mayors President Philadelphia Mayor Michael A. Nutter took part in a special session, "Young Americans: Engaging Today's Youth, Preparing Tomorrow's Workforce," where CGI is seeking to leverage its various platforms



**Chicago Mayor Rahm Emanuel explains to assembled mayors, financing experts and others the goals of the working group track on infrastructure financing for cities.**



**Left to right, New Orleans Mayor Mitch Landrieu, Jacksonville Mayor Alvin Brown, Louisville Mayor Greg Fischer, Oklahoma City Mayor Mick Cornett, USCM President Philadelphia Mayor Michael A. Nutter, Atlanta Mayor Kasim Reed, USCM Vice President Mesa Mayor Scott Smith, Indianapolis Mayor Gregory A. Ballard, and Redmond Mayor John Marchione at a mayors' June 13 press conference at the CGI America meeting in Chicago.**



**Left to right, Redmond Mayor John Marchione, Louisville Mayor Greg Fischer, President Bill Clinton, Atlanta Mayor Kasim Reed and Chicago Mayor Rahm Emanuel where mayors joined with the former President to make Commitments to Action.**



## Prescription DRUG ABUSE

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Application Deadline: August 30th, 2013  
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Learn more about the Drug Abuse Prevention Recognition Program at [www.usmayors.org/drugawareness](http://www.usmayors.org/drugawareness)

to engage and empower youth. The session brought together participants to network, share information, and explore potential opportunities for collaboration as well as to highlight Commitments to Action designed to engage youth today as productive citizens and prepare young people for a successful future.

On the first day of the meeting, Chelsea Clinton led a plenary session, "American Adaptability: People, Places, and Enterprise," where Conference of Mayors Vice President Mesa Mayor Scott Smith joined with her and other panelists and shared his perspectives on initiatives now underway in his city.

Nearly all of the mayors participating in the CGI America meeting were members of Emanuel's Task Force on Infrastructure Financing for Cities, which held a number of sessions throughout the

meeting focusing on individual mayors and their local infrastructure priorities. These dialogue sessions in Chicago continued to build upon preliminary assessments and reviews started earlier this year at the Washington (DC) meeting of the task force.

Other task force members who joined with Emanuel, Nutter and Smith in Chicago were: Atlanta Mayor Kasim Reed, Houston Mayor Annise D. Parker, Indianapolis Mayor Gregory A. Ballard, Jacksonville Mayor Alvin Brown, Louisville Mayor Greg Fischer, New Orleans Mayor Mitch Landrieu, Oklahoma City Mayor Mick Cornett, and Redmond Mayor John Marchione.

During the meeting, Clinton announced that next year's CGI America Meeting will be held in Denver.





By Laura DeKoven Waxman

Alexandria (VA) Mayor Bill Euille, representing The U.S. Conference of Mayors June 25 before a Senate Homeland Security Subcommittee, told Senators that, "My basic message today is that mayors and other local officials across the nation strongly support the existing menu of homeland security programs...[that] they are working." "We recognize that they may not be perfect and some changes may be needed," he continued, "but they are the product of years of work by Congress, the Administration, state and local governments, and first responders. The federal grant funds which the Department of Homeland Security and its Federal Emergency Management Administration have provided clearly have improved the nation's planning, mitigation, preparedness, prevention, response, and recovery capabilities."

Euille appeared before the Subcommittee on Emergency Management, Intergovernmental Relations, and the District

## Homeland Security Grants Improved Nation's Emergency Response System, Euille Tells Senate Subcommittee

of Columbia of the Homeland Security and Government Affairs Committee. It is chaired by Alaska Senator Mark Begich, a former mayor of Anchorage. Begich called the hearing to discuss the nation's preparedness and measure the impact of homeland security grant funding since the terrorist attacks of 9/11.

Euille told the Subcommittee that the April 15 bombing at the Boston Marathon provides an excellent example of how DHS investments provided through the Urban Area Security Initiative (UASI) program have paid off. "There can be no doubt that they contributed significantly to the Boston area's quick and effective response to this horrific act of terrorism," he commented. His statement for the record included many specific examples of how the funds Boston received increased communications interoperability, facilitated intelligence and information sharing, provided critical infrastructure and key resources, and enhanced planning and community preparedness.



At left, Alaska Senator Mark Begich with Alexandria Mayor Bill Euille.

The mayor also detailed how Alexandria and the National Capital Region (NCR) have made good use of the homeland security funds they have received. "We have used lessons learned from vari-

ous incidents to guide investment decisions to increase our capabilities to protect against future occurrences," he comment-

See GRANTS on page 44

## Smith Lauds Senate Passage of Immigration Reform, Urges House to Pass Bipartisan Bill This Year

By Laura DeKoven Waxman

Applauding The Senate's June 27 passage of comprehensive immigration reform, Conference of Mayors President Mesa Mayor Scott Smith urged the House of Representatives to "follow the Senate's strong lead and adopt comprehensive, bipartisan immigration reform legislation this year." He called it "the right thing to do for our families, our cities, our economy, and our country." The Senate passed the bill on a 68-32 vote, with all Democrats and 14 Republicans voting in favor of the compromise measure.

Commenting that the Senate-passed bill will "repair our broken immigration system," Smith pointed out in his statement the bill is consistent with the Conference of Mayors adopted policy. He said that it will "further strengthen border security, create an effective employer verification system, reform the legal immigration system, and allow the 11 million people residing in the country illegally to get right with the law and earn a pathway to citizenship."

The Senate adopted several amendments to the bill which was reported out of the Judiciary Committee on June 7, most

notably one proposed by Senators John Hoeven (ND) and Bob Corker (TN), which required a further increase in personnel and infrastructure along the southern border before immigrants could be switched from provisional to permanent legal status. The amendment, which would provide an additional \$30 billion to hire 19,200 border control agents, \$8 billion to build 700 miles of fencing, and \$6.5 billion for equipment, passed on a 69-29 vote and paved the way for additional Republican support for final passage of the bill.

House action is still unclear. House Speaker John Boehner (OH) has said that

the House will act on immigration reform, but said July 8 that there must be "strong border security in place before we begin the process of legalizing and fixing our legal immigration system." The House Judiciary Committee has been considering bills which deal with individual aspects of the immigration system. At the same time the House has a bipartisan "Gang of Seven" which is developing a comprehensive immigration reform bill, but that measure has yet to be unveiled.

## Conference of Mayors Lauds Supreme Court's Decisions in Same Sex Marriage Cases

By Laura DeKoven Waxman

"These historic decisions will dramatically improve the lives of same-sex couples in cities across the nation," Conference of Mayors CEO and Executive Director Tom Cochran said in a June 26 statement in response to the Supreme Court's decisions that day in the Defense of Marriage Act and Proposition 8 cases. "It's particularly gratifying for an organization such as

ours which has been in the forefront of efforts to provide full equality for gay and lesbian Americans since 1984."

Cochran's statement explained that "more recently, in 2009, the Conference [of Mayors] unanimously approved a resolution stating that the organization "supports marriage equality for same-sex couples, and the recognition and extension of full equal rights to such unions, including family and medical leave, tax

equity, and insurance and retirement benefits, and opposes the enshrinement of discrimination in the federal or state constitution." "We could not be more pleased that principles of equality such as these have now been validated by the highest court in the land," he concluded.

The U.S. Conference of Mayors was one of 278 organizations, including 15 cities, which signed onto an employers' amicus brief which asked the Court to find

Section 3 of the Defense of Marriage Act unconstitutional because it forces employers to put its lawfully-married employees into two categories, thus creating regulatory, tax, benefits, and morale problems. The majority opinion written by Justice Anthony Kennedy reflected some of the concerns of employers and employer organizations raised in that brief when it summarized the harm to families that flowed from DOMA, noting that DOMA "raise[d] the cost of health care for families by taxing health benefits provided by employers to their workers' same-sex spouses."



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**GRANTS**  
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ed. He told the Senators, as an example, that following the Anthrax attack in 2001, "the NCR used UASI funds to enhance secure and interoperable communications, information sharing, and situational awareness in the region, and produced NCR Net, a secure fiber optic network connecting the NCR jurisdictions; Essence,

a public health surveillance system; and the installation of chemical/biological sensors in the Metro System."

Euille used the hearing as an opportunity to comment on the Administration's proposal in both its FY 2013 and FY 2014 budget submissions to significantly reform and consolidate FEMA's homeland security grant programs into a new state-centric National Preparedness Grant Program. "It is no secret that The U.S. Conference of Mayors and other organizations which

represent local governments, first responders, and emergency managers have registered serious concerns with the proposal to convert the current suite of homeland security grant programs into state-administered block and competitive grant programs in which funding decisions are based on state and multi-state threat assessments," he told the Subcommittee.

The mayor urged the Senators "to increase, not decrease, local involvement and flexibility," saying that local officials

know best the threats they face, and they know best the gaps which exist in community preparedness. "The homeland security grant programs should support primarily local prevention and preparedness efforts since disaster impacts and response are local in nature," he concluded.



# Save Money on Employee Benefits Costs with Section 125 “Flex” Plans

By Kathryn Kretschmer-Weyland

Saving money on the cost of benefits is top of mind for every mayor and city human resource manager. With the total cost for health care insurance alone topping more than \$10,000 per employee,<sup>1</sup> cities are looking more closely than ever at their benefits budgets. One way many public employers are saving money is by establishing Section 125 plans, also known as cafeteria or flexible benefits plans.

In a study on health care costs,<sup>2</sup> government financial officers say pretaxing benefits is one of the most widely recognized strategies for controlling benefits costs. More than three quarters of employers surveyed say they offer pretax benefits plans, and 86 percent of them recommend this option to others. In fact, 73 percent of them highly recommend this strategy, making it the most enthusiastically endorsed strategy in the survey.

## Begin with Premium Conversion

Cities can implement a flexible benefits plan with little expense. The potential cost considerations include fees paid to a lawyer or professional tax advisor, third-party administrative services fees, and the cost of updating the payroll system to accommodate pretax deductions. Although the plan is the city's plan, some insurance carriers can help provide the employer with the communications support and documentation required to implement the flexible benefits plan.

The first step is often a premium only (premium conversion) plan the first year. The conversion of qualified insurance premiums to pretax dollars allows the employ-

er and the employee to take advantage of the additional choice and tax savings without a major disruption to the benefits program. This is easy to communicate to employees. The following year, employers often choose to add a dependent care or health care flexible spending account. These accounts allow employees to set aside pretax dollars to pay for qualified day care, dependent care or out-of-pocket health care expenses.

## Educating Employees is Critical to Success

Cities that already have a Section 125 plan in place and offer health care or dependent care spending accounts to their employees should proactively promote and educate employees on how to take full advantage of these accounts. Many local governments admit that lack of participation in these spending accounts is a direct result of poor communication and understanding of them by employees.

Focused education and promotion will increase employee understanding of the benefits of flexible spending accounts. This, in turn, will spur participation that will generate tax savings for both the employee and employer. For example,

a North Carolina community college with approximately 1,000 employees enhanced education and communication of its flexible spending account, increasing participation by 68 percent. This created more than \$100,000 in tax savings for employees and \$26,000 in FICA savings for the college.<sup>3</sup>

Columbia (SC), which has about 2,300 employees, more than doubled the number of employees who participated in its flexible spending accounts from 2010 to 2011 by using Colonial Life's personal benefits counselors to conduct its annual enrollment and communicate its benefits package. The city saved more than \$100,000 in taxes as a result.<sup>4</sup> As Mayor Steve Benjamin explained, “I was amazed at how with a short one on one conversation, something that had once been murky and confusing to employees was quickly simplified and turned into a great cost savings benefit for the employees personally and for the city of Columbia.”

Similar savings occurred for a local county government in South Carolina. The county implemented a Section 125 plan that included flexible spending accounts for its 1,500 employees. Not only did employees who participated in the pro-

gram save a total of nearly \$550,000 in taxes, but the county itself saved more than \$105,000 in FICA taxes.<sup>5</sup>

Most cities don't have a lot of extra time or manpower to devote to administration and proper communication of their benefits plans. Fortunately, benefits carriers can often provide these services — often at no cost, as part of their enrollment process. A benefits partner that can demonstrate the value to employees through customized savings illustrations and benefits statements can help drive stronger participation and higher cost savings. This is a great time to leverage the capabilities of private sector partners.

Government employers have access to many proven solutions to control and even reduce costs while continuing to offer a strong benefits package. Section 125 plans offer an easy and effective way to help trim a city's benefits budget.

For information on how to implement these best practices, contact Jeff Bean at [jbean@usmayors.org](mailto:jbean@usmayors.org) or Louie Watson at [lwatson@usmayors.org](mailto:lwatson@usmayors.org).

## Endnotes

<sup>1</sup> Mercer, “National Survey of Employer-Sponsored Health Plans,” November, 2011.

<sup>2</sup> “Containing Health Care Costs,” Government Finance Officers Association, 2011.

<sup>3</sup> Colonial Life case study, 2013.

<sup>4</sup> “Cost Crunch: How One City Is Saving Money on Employee Benefits,” US Mayor, June 2012.

<sup>5</sup> Colonial Life case study, 2013.

THE UNITED STATES CONFERENCE OF MAYORS<sup>SM</sup>

## RETIREMENT PROGRAM

FIDUCIARY CORNER WITH MARYILYN COLLISTER

## What Makes Your City a 457(b) Plan Fiduciary

**Q. I don't understand why the plan sponsor of a 457(b) deferred compensation plan is a fiduciary. The money doesn't belong to the city, so why are we responsible?**

A. This is a great question because it gets right at the heart of what constitutes fiduciary capacity and when it attaches to an individual. A person is said to act in a fiduciary capacity when he or she handles money or property for the benefit of another. Thus, it is precisely the fact that the plan

assets do not belong to the city, but rather are held in trust for plan participants, that imposes fiduciary responsibility on the plan sponsor. When the plan sponsor or certain designated employees are making decisions that impact the plan and plan assets, they are “handling money for the benefit of another,” the plan participants.

Fiduciary status is based on the functions the individual performs with regard to the plan, including appointing other plan fiduciaries, hiring and monitoring

third-party providers, interpreting provisions of the plan document, and choosing or monitoring plan investments. This is when having and following an investment policy statement (IPS) becomes crucial. The plan sponsor is always a fiduciary with respect to the plan and needs to be familiar with the basic fiduciary responsibilities. The U.S. Department of Labor (DOL) website sets out the following responsibilities:

- acting solely in the interest of the participants and their beneficiaries;
- acting for the exclusive purpose of providing benefits to workers participating in the plan and their beneficiaries, and defraying reasonable expenses of the plan;

- carrying out duties with the care, skill, competence, and diligence of a prudent person familiar with such matters;
- following the plan documents; and
- diversifying plan investments.

Fiduciary duty is the highest level of responsibility that the law recognizes in relation to the oversight of a retirement plan. Many times those who act as fiduciaries to a retirement plan do not fully appreciate the gravity of their responsibilities, or the fact that they may be personally liable if they fail to fulfill their fiduciary obligations. It is important to identify your fiduciaries and ensure that they are familiar with their duties. This is the city's plan, and the city has to be the one to make prudent decisions on behalf of employees. It is also important to have regular meetings and document that prudent processes were used when making plan decisions. Future columns will expand upon the fiduciary responsibilities that apply to 457(b) plan sponsors.

If you have a question for fiduciary expert Marilyn Collister, send e-mail to [fiduciary@usmayors.org](mailto:fiduciary@usmayors.org), or contact Jeanne Fanning with the Conference of Mayors at 202-302-6944.

# Chicago Recognized for Best Practice on Purchasing

By Jeannie Fanning

The U.S. Conference of Mayors, through its sponsored cooperative U.S. Communities, recently recognized Chicago with the U.S. Communities Customer Appreciation Award. The award recognizes the work of Commissioner Jamie Rhee and her department in purchasing best practice. City staff continue to prove their dedication to the principles of effective and efficient governmental purchasing through the use of cooperative purchasing and ongoing utilization of several of the U.S. Communities contract offerings. Chicago has been identified as a key champion for innovative procurement practices through the savings realized when utilizing the U.S. Communities contracts, thereby stretching public tax dollars. "Under the leadership of Mayor Rahm Emanuel, our open bid process ensures fairness, competition and the best value for the residents of Chicago," said Chief Procurement Officer Jamie Rhee. "Partnering with organizations like U.S. Communities gives us additional leverage to achieve substantial procurement gains and save taxpayers money."

The National Association of Counties has conducted research concluding an average combined soft and hard cost savings of ten percent by utilizing cooperative contracts such as U.S. Communities. With the city's purchasing history,

this would mean an estimated \$390,000 of taxpayer dollars have been saved through the utilization of U.S. Communities. In these economic times, savings of this magnitude truly need to be highlighted and recognized. When the city hosted the NATO Summit, U.S. Communities' Safeware contract was used to supply police shields for officers, enabling an expedited outfitting for public safety officials. Hertz rental equipment was also accessed during NATO to quickly and compliantly rent vans to transport delegates of the conference at a deep discount. Rhee and her department are also dedicated to making the contracting process transparent and accessible for local businesses of all sizes. "We are committed to creating an unprecedented level of honesty and accountability to the public," said Rhee, "Integrity and public trust are our guiding principles at the Department of Procurement Services." In 2012 alone, the city wrote guidebooks, "Guide to Procurement Fundamentals" and "Your Business is Certified: Now What?" designed to assist businesses and citizens in understanding and participating in the procurement process. In addition, under Rhee's tutelage, the city prepares an annual buying plan with a six-quarter forecast, providing a timeline of RFPs for interested bidders while providing a roadmap for streamlined internal process. Of the 55,000 public entities who work with U.S.

Communities, only 55 purchasing officials have been presented with this award. The Conference of Mayors is very excited that Chicago has joined this select group of individuals. U.S. Communities is a 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 United States Conference of Mayors, National League of Cities, National Association of

Counties, Association of School Business Officials International and The National Institute of Governmental Purchasing. The cooperative is non-exclusive, allowing cities to exercise due diligence in selecting the best individual contracts for their needs. To learn more about how to implement these best practices in your city, contact Jeannie Fanning with the Conference of Mayors at 240-393-9672 or send e-mail to [jfanning@usmayors.org](mailto:jfanning@usmayors.org).



**Left to right, U.S. Communities National Program Manager Chris Mellis, USCM staff member Jeannie Fanning, Chicago Chief Procurement Officer Jamie Rhee, Office of Mayor Rahm Emanuel Chief Operating Officer Joe Deal, and U.S. Communities Program Jennifer Sulentic.**

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# Mayors' Workforce Directors Focus Efforts on Youth Employment

By Megan Cardiff

The U.S. Conference of Mayors Workforce Development Council (WDC) assembled in Las Vegas at the 81st Annual Conference of Mayors meeting June 21-22 to examine one of the most pressing issues facing cities — job creation and retention. Led by WDC President and CEO of the Workforce Development Council of Seattle-King County Marléna Sessions, the Council specifically focused on developing and implementing successful Summer Jobs and year-round programs for youth employment, STEM (science, technology, engineering and math) employer needs, and economic development programs.

In recent months, Congress has directed its efforts on reauthorizing the Workforce Investment Act of 1998 with the House passing the Supporting Knowledge and Investing in Lifelong Skills (SKILLS) Act (H.R. 803) in March and the introduction of the Workforce Investment Act of 2013 by Senators Patty Murray (WA) and Johnny Isakson (GA) to overhaul federal job-training programs. Workforce programs ensure that the nation's workers obtain the necessary skills to get and retain a job and employers have access to a highly-skilled and qualified workforce. Mayors and local workforce development professionals see first-hand the impact of funding cuts to federal workforce legislation.

At the 2013 Annual Meeting, WDC members discussed the importance of Congress passing bipartisan legislation that will improve and support the nation's workforce system. The members heard from keynote speaker San Francisco Mayor Edwin M. Lee who talked specifically of creating pathways to employment for low-income and disconnected youth



**Left to right, WDC 2nd Vice President and Workforce Solutions Greater Dallas President Laurie Bouillion Larrea, WDC Vice President and South Florida Workforce Investment Board Executive Director Rick Beasley, and WDC President and Workforce Development Council of Seattle-King County CEO Marléna Sessions.**

— a challenge President Obama issued to mayors, businesses, non-profits and local government last year. Lee's response to the President's call to action is San Francisco Summer Jobs+ initiative, which has challenged local employers to create 6,000 jobs and paid internships for youth 14 to 24 for the 2013 summer. "It is necessary for us to create meaningful employment opportunities for our youth so we can set them up for success now and in the future," Lee affirmed.

San Francisco Summer Jobs+ — an effort led in partnership between San Francisco, United Way of Bay Area, Department of Children Youth and their Families, Office of Economic and Workforce Development, and the San Francisco Unified School District — saw immense

success in 2012 with the placement of more than 5,200 young adults in jobs and paid internships, more than 1,700 of which were private-sector and 39 percent of which resulted in permanent hires. Lee is optimistic they will achieve this year's goal of 6,000 hires with 2,000 hires currently in jobs, commitments from at numerous businesses, and Bank of America and PG&E each committing \$100,000 for financial support of the program.

Vegas PBS Director of Workforce Training and Economic Development Debra Solt presented the local PBS-based workforce training initiative Virtual Vegas, which offers virtual classrooms in more than 4,000 training topics and 300 certification programs designed to help address the skills gap in Las Vegas. The

program is a virtual classroom that allows individuals to work from their computers, take exploratory classes, search different careers and what skills they need to obtain an online degree.

Programs that successfully reintegrate ex-offenders into the workforce are vital to local communities and cities across the nation. Founder and CEO of Hope for Prisoners Jon Ponder presented the accomplishments of his organization as well as the hurdles he has faced in developing an offender re-entry program. The 18-month program provides ex-offenders with mentors who offer support and resources needed to build a career and a better life. Ponder recruits employers with the promise of tax incentives and accountability. "The majority of people really do want to change but have no idea how to do it," Ponder stated. Hope for Prisoners, in partnership with businesses, gives these individuals the opportunity, mental support and determination to successfully make the transition from prison to the workforce.

The WDC was honored to hear two Peer-to-Peer Best Practices from fellow members Lisa Morris Hibbler, Deputy Director of Parks, Recreation and Neighborhood Services for Las Vegas and President and CEO of Detroit Employment Solutions Corporation Pamela Moore. Lisa discussed the work Las Vegas, in partnership with Las Vegas Workforce Connections, is doing to align training and education to STEM employer needs. The organizations are developing ways to increase STEM engagement and access to programs that develop the necessary skills for STEM-related careers.

Pamela Moore talked about the Detroit Workforce Development Department's successful transition away from the city to a new non-profit organization called the Detroit Employment Solutions Corporation. Through this transition, the organization greatly improved performance and outcomes required for federal and state funding, as well as, provided Detroit residents with more efficient services.

## Garcetti Sworn in as 42nd Mayor of Los Angeles

Eric Garcetti took the oath of office to become the new Mayor of Los Angeles during a Sunday afternoon ceremony on June 30.

The event was attended by a delegation from The U.S. Conference of Mayors that included Conference of Mayors President Mesa Mayor Scott Smith, Conference of Mayors Vice President Sacramento Mayor Kevin Johnson, and Conference of Mayors CEO and Executive Director Tom Cochran.

During his remarks, Garcetti said, "My great-grandparents never would have dreamed that I'd be standing here today — soon to be the 42nd mayor of the

great city of Los Angeles. What's remarkable about my family's story is that it's yours, too."

Priorities identified during the inaugural address included marketing Los Angeles "as the gateway to the Pacific Rim, and the gateway to new ideas and innovations," cutting regulations to help small businesses, reducing business taxes, supporting the movie and TV industries, further reducing crime, helping returning veterans, and promoting economic development and neighborhood services.



**Kenia Castillo, left, an eighth-grader at Luther Burbank Magnet Middle School, administers the oath of office to Los Angeles Mayor Eric Garcetti.**



# Thank You Mayor Carolyn G. Goodman

*.... And Las Vegas for hosting the 81st Annual Conference of Mayors*



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