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## Fall Leadership Meeting: Sacramento

# JOHNSON FOCUSES ON 3.0 CITIES, RESPONSE TO FERGUSON, "MY BROTHER'S KEEPER," WATER MANDATES



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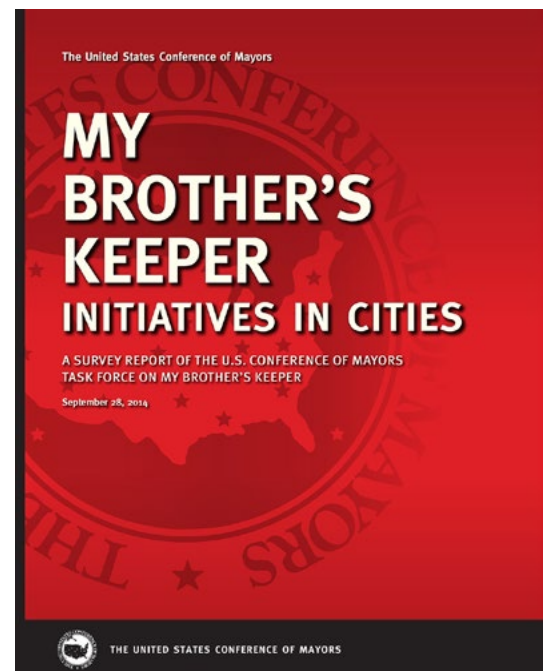
## New Conference of Mayors Survey Shows Substantial "My Brother's Keeper" Efforts Underway in Cities

During the Sacramento Leadership Meeting, Philadelphia Mayor Michael Nutter released a survey of members of the Conference of Mayors My Brother's Keeper Task (MBK) Force that showed that mayors are playing a leadership role in initiating MBK activities in their cities and planning and implementation of the initiative's

goals are already underway. Nutter co-chairs the Task Force with Birmingham Mayor William Bell.

Explaining why he established the MBK Task Force, Conference of Mayors President Sacramento Mayor Kevin Johnson said, "It is clear that

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**October 3, 2014  
Washington (DC)**

Conference President Sacramento Mayor Kevin Johnson presided over our Fall Leadership Meeting where he continued to push and promote his Cities 3.0 message.

He featured Mr. Travis Kalanick CEO of Uber, the ridesharing service company now available in 45 countries, and more than 100 cities worldwide and now valued at more than \$15 billion.

Mayor Johnson conducted a lengthy interview inquiring about his childhood, mother and father, probing to determine how he got the idea to create the ride-sharing company. Mr. Kalanick indicated it started at one night in Paris when he and his buddy couldn't find a cab and they said we need to have a button or app you could just push or quick to get a car.

Uber is one of many companies Mayor Johnson continues to bring to our mayors. In addition to Uber, we had three other CEOs: Zachary Bookman, Co-Founder and CEO of OpenGov, Logan Green Co-Founder and CEO of Lyft, Sascha Haselmayer CEO of Citymart, and Aaron Levie, Co-Founder and CEO of Box.

While there were limited question-and-answer sessions, no doubt these companies have much to gain from our profitable city markets.

As our opener, Mayor Johnson invited Bruce Katz Vice President and Director, [Metropolitan Policy Program](#) at The Brookings Institution. Bruce continues to hammer his message that metro regional economic engines are driving our national economy. He brought news for mayors reporting on Innovation Districts in a number of cities. Today, I sent his power point presentations to mayors so that all have the benefit of this very useful information from the Brookings Institution.

The racial conflict and fatal shooting of Michael Brown and Ferguson was aired and discussed in a panel, moderated by President Johnson consisting of Mr. Benjamin Crump, attorney for the Brown family, Salt Lake City Police Chief Chris Burbank and Gary Mayor Karen Freeman-Wilson. St. Louis Mayor Slay preceded the panel giving our leadership everything on the overall scene of the Ferguson area pointing out that St. Louis is not a part of St. Louis County in which Ferguson is situated. He gave an honest and frank briefing explaining to all the intense feelings of all due to the young man's death.

There was very little discussion at our leadership meeting concerning Congress and lobbying since the fact is there isn't much to lobby with and for these days due to the gridlock that exists here in Washington.

Many mayors reported out on a number of subjects. There is today a plethora of climate agreements. And while there was discussion, there was no resolution and it appears that the mayors are comfortable with other mayoral climate agreements alongside ours. In other words, the more the merrier. So we will continue to be active in this area recognizing that our brand and our approach is being duplicated by others. The new climate agreement spearheaded by President Johnson, continues to pick up steam but we do not have anywhere near the 1060 mayors that we had on our original plan and agreement started ten years ago next February.

We released our first ever survey on the White House inspired My Brother's Keeper initiative. President Johnson, as most of you know, created a My Brother's Keeper Task Force and appointed Philadelphia Mayor Michael Nutter and Birmingham Mayor William Bell as Co-Chairs.

Our survey is information coming from the members of the USCM task force.

We had hoped to have a clearer understanding in Sacramento of how qualified cities might receive grants from the millions of dollars raised from the private sector. A process is being established. On Sep-

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# Johnson Focuses on Developing 3.0 Cities, Response to Ferguson, My Brother's Keeper, Water Mandates

By Conference of Mayors Staff

Embracing a new era for America's cities, 33 mayors gathered in Sacramento from September 27-29 for the Fall Leadership Meeting of The U.S. Conference of Mayors.

Hosted by Conference of Mayors President Sacramento Mayor Kevin Johnson, the mayors had both open and closed discussions on what Johnson has termed "Cities 3.0," as well as about many of the most pressing issues facing cities and metro areas. The mayors also enjoyed learning from the cities of Sacramento and West Sacramento, particularly during an annual Farm-to-Fork dinner on the iconic bridge that links the two cities.

## Cities 3.0

In opening the Leadership Meeting, Johnson provided further details on the notion of "Cities 3.0," which refers to the technological revolution as well the general spirit of entrepreneurship and innovation gripping America's cities today. Johnson also frequently used the terms, "paperless, wireless, and cashless," to describe 3.0 cities.

To strengthen cities in the 3.0 era, Johnson said mayors had to focus on three tasks: practicing open-source leadership, becoming the ultimate service provider, and pursuing "next" economies.

To further develop open-source leadership, Johnson encouraged an inclusive, bipartisan discussion on conference priorities, many of which fall under his five-point Pro-Growth Agenda. For ultimate service provision, Johnson encouraged mayors to consider new infrastructures necessary for the modern era, including apps and cloud storage. Finally, for creating "next" economies, Johnson encouraged mayors to look into innovation districts and also consider new methods of financing.



While Johnson encouraged mayors to continue to look forward in their work on "Cities 3.0," he also noted that America's cities often find themselves at the center of national controversy or tragedy. To that end, the meeting also prominently featured discussions between mayors on what Johnson termed, "the issues of the day."

## Creating Next Economy: Innovation Districts

To help mayors better understand "next economies," Brookings Institution Vice President and Metropolitan Policy Program Director Bruce Katz provided an extensive overview of innovation districts. These districts harness the combined economic impact of large research institutions and business leaders by locating them together in areas where research, development, and idea-sharing are valued. These innovation districts often signal the return of businesses to center cities.

Providing more detail on how innovation districts vary, Katz presented three models of contemporary innovation districts. The first model, which he termed "anchor plus," involves innovation districts spreading up around existing research institutions, as in Cambridge,

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**Right to left, Brookings Institution Vice President Bruce Katz, Annie E. Casey Foundation Senior Vice President Ralph Smith, and USCM President Sacramento Mayor Kevin Johnson.**



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St. Louis, and Philadelphia, as well as at the University of Maryland's Biopark. He described a second model, "reimagined urban areas," often within or near waterfronts or other old industrial areas. Examples of these reimagined urban areas include the Boston Seaport, the Brooklyn Navy Yard, and Seattle's South Lake Union. Katz's third model differed slightly, in the form of "urbanized science parks." In this model, suburban research parks like those around the University of Virginia embrace urbanism and density.

According to Katz, mayoral leadership is essential to the success of innovation districts. He encouraged mayors to create networks of government, research and business, to set visions, and to use their office to promote inclusivity in innovation districts. In the discussion that followed, several mayors identified their innovation districts. St. Louis Mayor Francis G. Slay, for example, went into further detail about the collective efforts of several organizations to create the St. Louis innovation district, which was featured in Katz's presentation.



**At left, USCM President Sacramento Mayor Kevin Johnson with Uber CEO and Co-Founder Travis Kalanick discuss Cities 3.0.**

### Becoming Ultimate Service Providers: Learning from Tech CEOs

As a major component of the cities 3.0 campaign, a discussion with technology CEOs became a featured session of the leadership meeting. The session began with a discussion between Johnson and

Uber CEO Travis Kalanick. Kalanick co-founded the transportation network company in 2009, which has since grown to cover hundreds of cities in 45 countries. Kalanick highlighted safety of the service, especially when it comes to reducing the number of drunk drivers.

"People who were going out at night, going to restaurants having a couple glasses of wine, or the young folks that are going out really late at night, they don't feel like they have to drive anymore," said Kalanick.

Kalanick also remarked about how Uber has made more and more areas of a city accessible to transportation and how it is increasing property values. Kalanick said, "What does that mean for areas where real estate was affected because transportation wasn't available? We're starting to see changes in real estate value."

After the one-on-one conversation, we moved to a panel of technology and civic innovation CEOs moderated by San Francisco Chronicle Political and Business Reporter Joe Garofoli. The panel featured Lyft CEO Logan Green, OpenGov CEO Zachary Bookman, Citymart CEO Sascha



**Left to right, Cities 3.0 panel moderator Joe Garofoli from the San Francisco Chronicle, OpenGov CEO Zachary Bookman, Lyft CEO Logan Green, Citymart CEO Sascha Haselmayer, and Box CEO Aaron Levie.**

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Haselmayer, and Box CEO Aaron Levie. Each CEO approached technology and innovation in cities a bit differently.

Haselmayer remarked about how opening up the procurement process in cities has helped make problem solving more cost effective. He said, "One of the big lessons we've learned is to take procurement out of the closet. It's not ugly, it's not scary, it's not heavily regulated...gives a lot of pride to people in procurement."

Levie shared a bit about how problem solving with technology is happening faster and smarter. "Technology is getting faster, simpler, more interoperable, and it's available on demand," said Levie.

The four CEOs also shared their thoughts on how cities can attract talent to their cities, relying on colleges and universities, innovation districts, and venture capital.

### Response to Ferguson

Weighing heavy over the meeting, the events of the last two months in Ferguson (MO) were prominently discussed during the Sacramento meeting. St. Louis Mayor Francis Slay provided his thoughts on Ferguson, and Johnson convened a panel following, with active mayoral engagement.

### My Brother's Keeper

Philadelphia Mayor Michael Nutter, who co-chairs the Conference of Mayors My Brother's Keeper Task Force with Birmingham Mayor William Bell, released the results of a survey of Task Force members, which showed that extensive efforts relating to MBK are already underway in cities.

Special Assistant to the President and Assistant Director of Intergovernmental Affairs at the White House Rohan Patel briefed the mayors on the My Brother's Keeper Community Challenge, which the President announced September 27 and invited them to sign onto the Challenge. He said that more than 135 cities already



**White House Deputy Director of Intergovernmental Affairs Rohan Patel discusses the My Brother's Keeper initiative.**

were on board. The Challenge is intended to encourage communities to implement a coherent cradle-to-college and career strategy aimed at improving life outcomes for all young people.

### Open-Source Leadership: Advancing a Pro-Growth Agenda

The mayors in Sacramento engaged in extensive discussions throughout the meeting about several of the Conference of Mayors new and ongoing priorities. Many of these priorities are part of the Pro-Growth Agenda that Johnson laid out in June during his inaugural address to the nation's mayors.

The mayors had their first discussion on Johnson's top priority, education, at the outset of the meeting. Led by Annie E. Casey Foundation Campaign for Grade-Level Reading Managing Director Ralph Smith, the mayors had a breakfast discussion on summer learning loss in which Smith encouraged mayors to take personal ownership for the educational experi-

ences that students have during their summer vacations. Conference of Mayors Vice President Baltimore Mayor Stephanie Rawlings-Blake provided details on two programs in her city: Super Summer, provides fun, meals and learning; and the Mayor's Book Club in which the mayor encourages reading by personally interacting with young readers. Louisville Mayor Greg Fischer also presented on his city's "cultural pass" in which museums and other institutions stimulated curiosity for 50,000 youth over the summer by providing them with free admission.

Another of Johnson's major priorities, infrastructure, was also prominently featured in mayoral discussions.

Mayors Water Council Chairs, Baltimore Stephanie Rawlings-Blake and Indianapolis Mayor Greg Ballard, were joined by Monrovia Mayor Mary Ann Lutz and Lima Mayor Dave Berger in outlining the most recent developments in the water arena including integrated planning, affordability issues, water legislation, and the definition of "waters of the U.S." The mayors discussed the importance of a reasonable approach to unfunded mandates and how these costs impact the poor and middle class. Mayors were encouraged to find out the impact of these costs on their citizens and start educating their members of Congress about the issue.

New Orleans Mayor Mitch Landrieu updated the mayors on the recent Cities of Opportunities Task Force meeting that was held in New York City under the leadership of New York City Mayor Bill de Blasio and Boston Mayor Martin J. Walsh. Related to this discussion, Columbus Mayor Michael Coleman, Chair of the Council on Metro Economies and the New American City, reviewed the latest U.S. Metro Economy Report on "Income and Wage Gaps Across the U.S." released during the New York City meeting.

The report documented a 23 percent wage gap between those jobs lost during the Great Recession and those regained during the recovery. This gap is twice as

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large as the 12 percent wage gap documented in 2001-2003 recession. The 23 percent gap translates into \$93 billion of lost wages. Coleman told the mayors that the report forecast growing income inequality in the future and that policy responses were critical to addressing it.

One response that the Council will be addressing is the need for better banking products that reduce or eliminate overdraft fees and provide an alternative to payday lending and cash checking services. He encouraged the mayors to use the recent documentary "Spent: Looking for Change" as an educational tool in their communities.

#### Tussey v. ABB

Great-West Financial Government Markets Director Don Jurgens discussed a recent court ruling, *Tussey vs. ABB*. The courts found that the plan sponsor was negligent in monitoring plan fees and following their investment policy. As a plan



**Right to left, USCM Vice President Baltimore Mayor Stephanie Rawlings-Blake and USCM 2nd Vice President Oklahoma City Mayor Mick Cornett.**

sponsor, cities and mayors have an obligation to review their plans periodically. Jurgens stated the best way for cities to avoid problems is to take its plan out to competitive RFP to make sure the employees have the competitive rates and best in class offerings. The Great-West/USCM

457 Plan provides a Fiduciary Warranty and Investment Policy statement to all its plan sponsors.

#### Governor Jerry Brown

To provide a better understanding of the statewide issues of the day, California Governor Jerry Brown made a surprise visit to the Sacramento meeting, which was located steps from the State Capitol. Brown, who has previously served as mayor of Oakland, reflected fondly on his time as mayor and recalled his own experiences with the Conference of Mayors.

During his visit, Brown took questions from the mayors in attendance. He discussed such Conference of Mayors priorities as high-speed rail, education, and water. Brown also encouraged mayors to prioritize long-term vision and planning over quicker, more politically expedient solutions.

#### Mayors' Climate Protection Agreement

The Conference of Mayors Energy Independence and Climate Protection Co-chair Carmel (IN) Mayor Jim Brain-



**Left to right, USCM President Sacramento Mayor Kevin Johnson, West Sacramento Mayor Christopher L. Cabaldon and U.S. Representative Doris Matsui welcome the mayors and 700 guests to the Farm-to-Fork Gala Dinner on the Tower Bridge.**

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ard reported to mayors on the status of the updated Mayors' Climate Protection Agreement which was unveiled June 22 by Conference President Sacramento Mayor Kevin Johnson during the 82nd Annual Meeting in Dallas.

Brainard reported that 155 mayors had already joined with Johnson on the new agreement, signaling their commitment to local climate mitigation efforts (as provided in the original 2005 agreement) as well as to invest in climate preparedness strategies, a new area of focus for mayors joining as signatories. Brainard noted that about one quarter of the mayors joining with Conference of Mayors leaders represented cities that were not among the more than 1,060 cities, which signed the 2005 agreement. During his remarks, Brainard also talked about the agreement and other Conference of Mayors-led climate efforts spanning nearly a decade to support mayors in their climate protection work as context for the additional mayoral action expected to occur under this new mayoral commitment.

Conference of Mayors Past President Burnsville Mayor Elizabeth B. Kautz recognized the task force co-chairs, Brainard and Bridgeport Mayor Bill Finch, for their leadership, emphasizing that past Conference of Mayors successes resulted from mayors "standing together and speaking with one voice." She urged mayors to continue to support the Conference of Mayors leadership and its new agreement as a climate strategy for the longer term.

### Creating Next Economy: Discussion with CalPERS on Infrastructure Investment

Mayors also engaged in a discussion of public pension funds and their potential role in helping cities finance future infrastructure improvements. Specifically, representatives of the Sacramento-based



**Left to right, USCM Executive Director and CEO Tom Cochran, USCM President Sacramento Mayor Kevin Johnson, and California Governor Jerry Brown.**

California Public Employees' Retirement System (CalPERS), the largest public pension fund in the country, joined with mayors to discuss how such funds could finance such projects during the closing session of the Fall Leadership Meeting.

CalPERS CEO Anne Stausboll delivered opening remarks and then moderated a panel discussion, emphasizing her agency's strong commitment to using its funds to invest in public infrastructure projects. In describing its investment strategies, Stausboll explained that her agency can't own equity in any public asset and that the public sector has to maintain control over the investment. Water and transportation, which are sectors with a large government presence, have been identified as target areas for her agency, although it was noted there is currently a shortage of investment opportunities.

Joining Stausboll was CalPERS Chief Investment Officer Ted Eliopoulos, who talked about the roles of the agency in financing infrastructure projects, emphasizing that CalPERS's entry into the field was a recent and rather unique undertaking for a large public pension fund. He expressed his hope that infrastructure investment would become a central part

of the agency's portfolio for decades to come. CalPERS Senior Portfolio Manager Randall Mullan also participated in the session, citing his agency's modest role to date in investing in public infrastructure, which was mostly limited to financing toll roads in Texas and Virginia.

In concluding the session, mayors discussed how to continue a dialogue with CalPERS on city infrastructure projects that might take advantage of public pension funding, especially as the agency seeks initially to invest nearly \$2 billion in fund resources.

### Press Availability

During the closing press availability with local reporters, Johnson underscored the critical role of mayors in cities and the nation. "Mayors are where the rubber meets the road. We're charged with filling potholes and taking out the garbage. But we're also taking on bigger, global and more complex issues like exports, trade and Homeland Security. What's abundantly clear is that mayors and cities must drive the resurgence in our country and we have come together to ensure that

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investment in our cities continues, which promises to be game changing in terms of generating jobs, fueling our economy and creating a robust recovery," he said.

Rawlings Blake explained the unique nature of the Conference of Mayors that encourages give-and-take with mayors across the country. "This was an important meeting that has given us each an opportunity to talk about issues that we are grappling with in our own ways. I really appreciate the fact that the Conference of Mayors gives us a chance to talk



**CalPERS executives discuss pension investment options for infrastructure. Left to right, CEO Anne Stausboll, Chief Investment Officer Ted Eliopoulos, and Senior Portfolio Manager Randall Mullan.**

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**Left to right, USCM Executive Director and CEO Tom Cochran, Comcast Corporation Government Affairs Executive Director Ron Orlando, International Franchise Association Tasti D-Lite, Planet Smoothie Non-Executive Chair Jim Amos, USCM Second Vice President Oklahoma City Mayor Mick Cornett, International Franchise Association Director of Grassroots and Advocacy Christopher Krueger, Visa Special Projects Senior Director Nathan Nayman, Enterprise Holdings Inc. Government and Public Affairs Assistant Vice President Brian Rothery, USCM President Sacramento Mayor Kevin Johnson, USCM Vice President Baltimore Mayor Stephanie Rawlings-Blake, Google Inc. California Executive Director of the Internet Association Robert Callahan, Wells Fargo Marketing Program Manager Kimberly Martin, Wells Fargo Government Relations Senior Vice President Alfredo Pedroza, Comcast Corporation External and Government Affairs Vice President Bret Perkins, Wells Fargo Home Mortgage Community Relations and Outreach Senior Vice President Marie Day Hayes, and Linebarger Goggan Blair and Sampson Partner Scott McGlasson.**



# Make Ferguson Tragedy Lead to Improved Police-Community Relations, Mayors Told

By Laura DeKoven Waxman

"We should take this terrible tragedy and make something good and lasting and meaningful come out of it," St. Louis Mayor Francis Slay told mayors attending the Conference of Mayors September 27-29 Leadership Meeting in a discussion of the events which have occurred in Ferguson (MO) beginning with the August 9 shooting of unarmed 18-year-old Michael Brown by a police officer.

Slay briefed the mayors on the current situation in Ferguson, telling them that things have not calmed down in Ferguson, that protests and incidents are still occurring, but are confined to a six-block area. He commented that the shooting has brought many concerns to the surface, including racial disparities and civil rights violations, and that these disparities leave African American communities frustrated, angry, and powerless,

and that this has led to the protests and riots. He also said that what happened in Ferguson has "broad implications for all cities across America."

In introducing the session, Conference of Mayors President Sacramento Mayor Kevin Johnson commented that all communities face issues of race, class, prejudice, and public safety – that America is not post-racial on a day-to-day basis. "We should learn from each other as mayors and do our part to make sure this never happens again," he said, urging the mayors not to wait for tragedy to occur and to put policies in place.

Following Slay's briefing, Johnson moderated a discussion among Benjamin Crump, attorney for Michael Brown's family; Gary Mayor Karen Freeman-Wilson; and Salt Lake City Police Chief Chris Burbank, who serves as Vice President of the Major Cities Chiefs Association.

Crump commented that one of the big-

gest problems was that Ferguson officials weren't honest with the community. They should have said they were going to find out what happened and be very transparent. "It's all about due process of law," he commented. "We want to be treated like Americans. If the police get their due process, then those on the ground should get theirs." He suggested to the mayors that leaders need to make sure things are done fairly and need to disseminate information as quickly as possible.

Crump also commented that Michael Brown's family is trying to get Congressional hearings because it has no confidence the prosecutor will give their child or the community justice; they don't trust the process.

Freeman-Wilson commented that, in the days after Ferguson, her thinking was that the police force must be representative of the community it serves, and indicated that Gary's force is to a great extent. But she said she stopped herself from saying it can't happen in Gary. "It's about race and disenfranchisement," she said. "People have lost faith in government and everything around them. How do we restore confidence in government and a sense that due process exists for you?" she asked.

"We have to get back to the issue of race," she continued. "In particular those of us who are African American don't want to talk about it because we don't want to play the race card. But we've got to talk about this."

For police departments, it's not just training and supervision. We have to look at who are we recruiting, Freeman-Wilson commented. Does someone want to become a police officer to protect and serve or because they want to carry a gun? "The latter is a recipe for disaster on so many levels," she suggested. She



**St. Louis Mayor Francis G. Slay updates the mayors on the situation in neighboring Ferguson (MO).**

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to the only other individuals in the country who really understand what we're going through because they're facing the same challenges. This organization is about getting information, sharing best practices, and fostering collaboration that allows us to grow great cities," she said.

Cornett reminded those assembled of the distinct ability of the mayors to work together unlike many other elected officials. "One reminder about the importance of the U.S. Conference of Mayors, we are a nonpartisan group serving cit-

ies that have over 30,000 people in their city. We believe that we're the last large organization that occasionally goes to Washington, that sticks to that nonpartisan basis and returns back to our cities and really hammers things home to get things done," he said.

Past Conference of Mayors President Burnsville Mayor Elizabeth B. Kautz shared a specific take-away from the meeting. "One of the things that we're going to be working on is updating our zoning and codes to meet the needs of businesses of the 21st century. One of the things that we can assure residents is that mayors are always on the ground making a difference, making the economy work,

and creating more jobs in partnership with our businesses," she stated.

Nutter wrapped up the question and answer session and reiterated that mayors are, indeed, action-oriented. "Mayors don't have time for gridlock. We don't pass continuing resolutions. We have work to do each and every day to make our cities run, to provide the services that our citizens of our respective cities pay for with their taxes and deserve. We are grateful for the dynamic leadership of our president, President Kevin Johnson, who is working with mayors across the country and taking on the issues and challenges of The U.S. Conference of Mayors," he said.

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said that community policing is a way of doing business and should be infused in all of the training.

"Anytime a police officer has to use force is a failure of our society, a breakdown of the system," Burbank commented. He said that force should always be looked at as a last resort and that we should hold police officers to a high standard, but not an impossible standard. We should expect more of our police officers and recognize that we can always do better.

"We shouldn't be instituting community policing when rioting is going on," Burbank told the mayors. He suggested they look at their police department budget to see how much goes to equipment, to personnel, to community interaction. "Police officers' most important tool is their ability to interact with people every day. "Protecting civil rights is their number one priority, including protesting the government," he continued. "Showing up in riot gear is not the way to go." He told the mayors that,



**Left to right, Attorney Benjamin Crump, Salt Lake City Police Chief Chris Burbank and Gary Mayor Karen Freeman-Wilson discuss what took place in Ferguson and how to help prevent future tragedies.**

based on his 23 years in law enforcement, "I'm convinced that when we show up in riot gear, we're asking people to throw rocks and bottles at us."

In summing up the discussion, Johnson discussed the four "R's" which he had heard: resident frustration, relationships,

race, and recruitment. To continue the dialogue that Johnson has been fostering locally since the problems began in Ferguson, he invited several members of the Sacramento community to be present for the session.



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opportunity has lagged behind for young men of color in this country. That's why President Obama launched the My Brother's Keeper initiative earlier this year. He issued a strong call to action to America's leaders to help provide young men of color with the skills they need to reach their full potential. I am proud that the nation's mayors have responded to the President's call and have already been acting in communities across the country to change the long-term outlook for many of our young people."

During his presentation of the survey findings, Nutter said, "As an African American male who grew up in Philadelphia, I am intimately familiar with the challenges that young men of color experience during the course of their lives. I know this initiative has the potential to completely change the direction of many lives that may be headed down a less-desirable path, which is why I am so pleased to serve as the Co-Chair of our mayoral effort to support it."

Bell, who was not in Sacramento but serves as a Task Force Co-Chair said, "I have experienced first-hand the power that young people have to change the world. It is our privilege to serve our youth this way and also lend a hand to President Obama's effort."

"I am encouraged to share how we are working in the city of Baltimore to improve the lives of some of our most vulnerable youth," said Conference of Mayors Vice President Baltimore Mayor Stephanie Rawlings-Blake, who serves on the Task Force. "While our efforts are broad and range from ensuring the neediest kids are enrolled in pre-K, to expanding summer programs to reach more of the most vulnerable, to creating work-based learning opportunities and internships for disconnected youth, everything is focused on the same outcome – making sure that young people have the opportunity to succeed and give back to the community that nurtured them."

The survey, which was based on responses from 15 of the Task Force cities, found the following:

- In every survey city, the mayor is playing a leadership role relating to My Brother's Keeper.
- In 80 percent of the cities, the mayor has designated someone in city government, most frequently an official in the mayor's office, to spearhead its MBK efforts.
- In all but one of the cities, the mayor has undertaken activities to educate the public about the challenges facing young men and boys of color.
- In all but two of the cities, the mayor has undertaken activities to encourage the involvement of business leaders, community groups, faith leaders and the public at large in MBK efforts.
- In 60 percent of the cities, the mayor has convened a local task force or group representative of different sectors in the city to plan for and implement city efforts relating to MBK.
- In 80 percent of the cities, the mayor has undertaken efforts within city government to focus on and work toward MBK's goals.
- Two-thirds of the cities described efforts in support of "Reading at grade level by third grade."
- 64 percent of the cities described efforts in support of "Graduating from high school ready for college and career."
- Two-thirds of the cities described efforts in support of "Completing post-secondary education or training."
- 80 percent of the cities described efforts in support of "Successfully entering the workforce."
- 73 percent of the cities described efforts in support of "Reducing violence and providing a second chance."

For the three crosscutting areas of opportunity identified by the President's MBK Task Force, the survey found that:

- 60 percent of the survey cities had efforts underway or planned to launch a public-private campaign to actively recruit mentors for youth and improve the quality of mentoring programs.
- 80 percent had efforts underway or planned to make the status and progress of boys and young men of color and other populations more visible by improving data collection and transparency.
- 80 percent were supporting locally driven efforts that are more comprehensive – addressing the educational, physical, social and emotional needs of young people– and that span multiple life stages from cradle-to-college.

The survey cities described a wide range of efforts, either already underway or planned, in the six specific MBK focus areas identified by the President's task force:

- Two-thirds of the cities described efforts in support of "Entering school ready to learn."

"The U.S. Conference of Mayors has had a tradition of involvement in key national issues that have grown into pivotal movements over the years," said Conference of Mayors CEO and Executive Director Tom Cochran following the survey's release. "We know the My Brother's Keeper Initiative will prove the same and we will do all that we can to make it a success."

### **Task Force Members Included in the Survey**

Birmingham Mayor William A. Bell, Sr.,  
Co-Chair  
Philadelphia Mayor Michael A. Nutter,  
Co-Chair  
Sacramento Mayor Kevin Johnson, President  
Baltimore Mayor Stephanie C. Rawlings-Blake, Vice President  
Atlanta Mayor Kasim Reed  
Boston Mayor Martin Walsh  
Bridgeport Mayor Bill Finch  
Columbia (SC) Mayor Steve Benjamin  
Compton Mayor Aja Brown  
Houston Mayor Annise D. Parker  
Indianapolis Mayor Greg Ballard  
Kansas City (MO) Mayor Sly James  
Minneapolis Mayor Betsy Hodges  
New Orleans Mayor Mitch Landrieu  
Tacoma Mayor Marilyn Strickland

The survey report is available at [www.usmayors.org](http://www.usmayors.org).



# APPLY NOW 2015 Public Leadership in the Arts Awards



The United States Conference of Mayors and Americans for the Arts are seeking nominations for the 2015 Public Leadership in the Arts Awards for local leadership. These awards are given annually in recognition of a mayor whose vision, leadership, and role in the advancement of the arts and arts education within his or her community provided heightened visibility to the value of the arts.

In response to a high number of nominations in the past, two mayoral awards will be presented. One award will honor a mayor of a city with a population under 100,000 and the other will honor a mayor of a city with a population over 100,000.

The United States Conference of Mayors and Americans for the Arts will formally present next year's recipients at The United States Conference of Mayors 83rd Winter Meeting. Recent award recipients include: Dubuque Mayor Roy Buol (2014), Akron Mayor Don Plusquellic (2014),

Santa Fe Mayor David Coss (2013), New Orleans Mayor Mitch Landrieu (2013), Burnsville Mayor Elizabeth Kautz (2012); Pembroke Pines Mayor Frank Ortis (2012); Philadelphia Mayor Michael Nutter (2011); Carmel Mayor James Brainard (2011); Honolulu Mayor Mufi Hannemann (2010); Seattle Mayor Greg Nickels (2009); and Las Vegas Mayor Oscar Goodman (2008).

For more information or to submit a nomination for the 2015 Public Leadership in the Arts Awards, visit the website: <http://www.americans-forthearts.org/by-program/promotion-and-recognition/awards-for-arts-achievement/annual-awards/public-leadership-in-the-arts/local-arts-leadership-award-nomination> or send an e-mail to Jocelyn Bogen at The United States Conference of Mayors at [jbogen@usmayors.org](mailto:jbogen@usmayors.org) or Elisabeth Dorman at Americans for the Arts at [edorman@artsusa.org](mailto:edorman@artsusa.org).

## Deadline to submit a nomination for these awards is Friday, November 21.

## Calendar of Events

(Updated 10/02/14)

### 2014



**USCM Community Policing Meeting at Clinton Presidential Center, and USCM Ports/Exports and Imports Meeting, Little Rock**

- Community Policing: Oct 8-9
  - Ports/Exports and Imports: Oct 10
- Contact: Carol Edwards [cedwards@usmayors.org](mailto:cedwards@usmayors.org) 202-293-7330; Sponsorship: Geri Powell [gpowell@usmayors.org](mailto:gpowell@usmayors.org) 202-861-6774. Registration Open

**October 15-17**

**Municipal Waste Management Association (MWMA) Fall Summit, San Diego.** Contact: Jubi Headley [jheadley@usmayors.org](mailto:jheadley@usmayors.org) 202-861-6798. Registration Open

### 2015



**January 21-23**

**83rd Conference of Mayors Winter Meeting, Washington (DC).** Contact: Carol Edwards [cedwards@usmayors.org](mailto:cedwards@usmayors.org) 202-293-7330; Sponsorship: Geri Powell [gpowell@usmayors.org](mailto:gpowell@usmayors.org) 202-861-6774. Registration Opens Fall 2014

**June 19-22**

**83rd Annual Conference of Mayors, San Francisco.** Contact: Carol Edwards [cedwards@usmayors.org](mailto:cedwards@usmayors.org) 202-293-7330; Sponsorship: Geri Powell [gpowell@usmayors.org](mailto:gpowell@usmayors.org) 202-861-6774. Registration Opens Spring 2015

For updates or changes, check our web site at

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

# Municipal Waste Management Association Fall Summit



**October 15 –17**  
**The Westgate Hotel • San Diego**

## **SESSIONS**

- **Climate Change and Resiliency** – preparing for the challenges
- **Toward Zero Waste** – advanced recycling, product stewardship
- **Emerging Waste Technologies** – what's viable and affordable

**Register online at**

**[www.usmayors.org/mwma/fallsummit14](http://www.usmayors.org/mwma/fallsummit14)**

**For more information,  
Call or send e-mail to:  
202-861-6798**

**[mwma@usmayors.org](mailto:mwma@usmayors.org)**







# What You Need to Know About Implementing GASB's Pension Standards

By Larry Jones

With the implementation of the Governmental Accounting Standards Board's (GASB) new pension accounting and financial reporting standards well underway, the GASB has identified several areas that mayors and other public officials will want to be aware of.

In 2012, the GASB issued Statements No. 67, Financial Reporting for Pension Plans, which applies to pension plans that administer pension benefits, and No. 68, Accounting and Financial Reporting for Pensions, which applies to cities and other governments that provide pension benefits to their employees. The new standards introduce an array of enhancements to financial reporting that are resulting in major changes in the information collected and reported. The effective date for Statement 67 is for financial statements for fiscal years beginning after June 15, 2013 and, for Statement 68, the effective date is for financial statements beginning after June 15, 2014.

A key objective of the pension standards was to provide more understandable measures of pension expense and any unfunded liabilities. In addition,

implementation of these standards will provide a better comparability of pension information among local governments. The GASB encourages public officials to become familiar with the standards and initiate discussions on the following issues.

## Funding Policy

Statements 67 and 68 remove the link between the calculation of the amount to be contributed each year to the pension plan and the measurement of pension expense for annual audited financial reports. For cities that make contributions based on an actuarially based funding policy, the requirements of the new Statements likely will require an actuarial valuation different from (and in addition to) the actuarial valuation that is used for funding purposes.

## Selection of Assumptions

Similar to the requirements of earlier pension standards, Statement 68 requires that when the same or similar measures are required to be reported by both the pension plan and the cities that provide benefits through the plan, the assumptions used to determine those measures should be the same. Coordination is necessary, then, between pension plans and cities.

## Timing of Measuring Pension Liability

To meet the requirements of the Statements, governments and single-employer and cost-sharing multiple-employer pension plans will need to report information about the net pension liabilities of the governments. Because information about the value of assets in the pension plan is needed to measure the city's net pension liability, coordination between the pension plan and the participating governments is necessary, especially if the

pension plan's fiscal year-end is different from that of the governments.

## Development of Information for Reporting by Cities

Statement 68 requires some cities to report certain information that also is required by Statement 67 for pension plans. Key considerations relative to the information needed for employer financial statements will be which entity—the plan or the city—will prepare the information, which will incur the cost to develop it, and what roles each entity's auditors will play in providing appropriate assurance.

## Information to Determine Cities' Proportionate Shares

Financial reporting by cities in cost-sharing pension plans requires the determination of each city's proportionate share of the pension liability for all governments in the pension plan combined. Statement 68 encourages the use of each city's projected long-term relative share of contributions to the plan as the basis for establishing each city's proportion. However, the Statement also provides flexibility, noting that any measure associated with the manner in which contributions are assessed may be used as the basis for a city's proportion.

Pension plans and cities, in consultation with the plan's actuary and the auditors for the plan and city, also need to evaluate the role that the pension plan and its actuary will take.

GASB and many affiliated organizations are assisting with training on the pension standards for your finance professionals and audit firms. Additional information is available on the GASB website in its [pension implementation toolkit for governments](#).





By Larry Jones

# Action Delayed on New Marketplace and Internet Tax Fairness Act Until After November Elections

Congressional leaders decided to delay action on a new bill that would combine the Marketplace Fairness Act (MFA) with a ten-year extension of the Internet Tax Freedom Act (ITFA) until after the November elections. Action was delayed due to disagreement between the House and Senate leadership over combining the two proposals. While the Senate leadership supports combining the two measures, the House leadership has shown little or no interest in moving the Senate passed MFA because they believe it will hurt small businesses. However, before leaving town for the November election, Congress was successful in passing legislation signed by the President on September 19 that will extend ITFA until December 11. This will prevent the law from expiring on November 1 as provided under previous legislation.

Although MFA and ITFA enjoy broad bipartisan support among rank and file members, the House leadership has made it clear it does not support the Marketplace Fairness Act (S. 743) approved by the Senate on May 6, 2013 by a vote of 69 – 27. However, the House leadership considers the extension of ITFA a high priority and approved the Perma-

nent Internet Tax Freedom Act (PITFA) on July 15.

The Conference of Mayors and other state and local groups oppose the House passed PITFA because it would permanently preempt state and local taxing authority on Internet access fees; eliminate the grandfather clause under current law which allows seven states (and their local governments) that had taxes in place on Internet access fees before the original ITFA passed in 1998 to continue to collect such taxes; and encourage service providers to transition from telecommunications and cable services, which are subject to state and local taxes, to broadband services, which are not subject to state and local taxes.

The Center on Budget and Policy Priorities, a Washington-based think tank, estimates that PITFA will cause state and local governments to lose \$6.5 billion annually in foregone revenue; and the elimination of the grandfather clause will cause those seven states that currently impose taxes on Internet access fees to lose another \$500 million annually.

Because the House has refused to



take action on MFA, the Senate leadership decided to introduce a new bill that combines their marketplace bill with a ten-year extension of ITFA. Under the new measure, state and local governments would be given authority to require Internet retailers and other out-of-state merchants to collect their sales taxes just as Merchants on Main Street are required to do. And the current ban on state and local taxes on Internet access fees would be extended for ten years.

The new measure, Marketplace and Internet Tax Fairness Act (MITFA, S. 2609) was introduced in the Senate on July 15, the same day the House passed the Permanent Internet Tax Freedom Act (H.R. 3086). Senate Majority Leader Harry Reid (LV) has made final passage of MITFA a priority and has pledged to try to get this done after members return to Washington on November 12 following the elections. Although the House leadership considers the passage of PITFA a priority, it is expected to resist combining the two bills. The Conference and other state and local groups are encouraging their members to contact their congressional delegations and urge them to support MITFA (S. 2609) and oppose efforts to make ITFA permanent.

***The Center on Budget and Policy Priorities... estimates that PITFA will cause state and local governments to lose \$6.5 billion annually in foregone revenue.***



By Eugene T. Lowe

The U.S. Department of Housing and Urban Development published a Notice September 26 seeking comment on a draft Fair Housing Assessment Tool for Community Planning and Development (CPD) entitlement grantees. The CPD grantees can comment alone or jointly with their Public Housing Authority. Public comment will last for a period of 60 days.

The Fair Housing Assessment Tool follows the proposed rule published July 19, 2013 that provided HUD grantees

## HUD Announces Comment Period on Fair Housing Assessment Tool

with a "revised process to plan for fair housing outcomes..." The proposed rule was designed to assist HUD grantees meet the statutory obligation to affirmatively further fair housing. HUD said in the July, 2013 proposed rule "that it would issue an 'Assessment Tool' for use by each program participant to evaluate fair housing choice in its jurisdiction, to identify barriers to fair housing choice at the local level and regional levels, and to set and prioritize fair housing goals to overcome such barriers and advance fair housing choice."

The Paperwork Reduction Act of 1995

(PRA) requires two public comment periods. A second round of 30 days of public comments will be announced after the department considers the responses of the first comment period.

The Notice and the Assessment Tool are available on the internet.

- The Federal Register Notice is available online at <https://federalregister.gov/a/2014-22956>
- The Assessment Tool – along with HUD-provided data tables and maps – is available online at [http://www.huduser.org/portal/affht\\_pt.html](http://www.huduser.org/portal/affht_pt.html)

## COCHRAN

from page 2

tember 27 according to a White House announcement, more than 100 mayors, county officials and tribal nations had signed on. Another of the many "challenges" was announced. And the announcement directs you to [www.MBKchallenge.org](http://www.MBKchallenge.org) for involvement. They are also encouraging you to share any statements and tweets using #mybrotherskeeper.

Our organization through the years, starting with Attorney General Robert Kennedy in the 1960s and with the great Republican Senator Jacob Javits have long-sought solutions and clear pathway for our youth to succeed.

Our survey was an excellent start. And with the leadership of President Johnson and our Co-Chairs Mayors Nutter and Bell, we will move forward to do our best to work on providing opportunities for young boys and young men.

Next week, we are in Little Rock, Arkansas, at the Clinton Presidential Center with President Clinton and Attorney General Holder and 38 Mayors and 33 Police Chiefs from across our nation. We thank Little Rock Mayor Mark Stodola for hosting this important meeting on Community Policing, most timely, since it comes immediately after the unrest and tragic death in Ferguson.

After we finish the Community Policing Meeting, we segue into a Ports Meeting where mayors of seaports and inland ports will come together in a dynamic meeting which will cover import export issues and strengthening our ports nationwide so we can continue to be competitive with other nations.

I look forward to seeing you and your police chiefs in Little Rock. This is the 20th Anniversary of the COPS Program. The U.S. Conference of Mayors, the Police Chiefs of this nation, and Bill Clinton did this together. We cooper-

ated. It was real. Together working with President Clinton, the mayors and police chiefs performed a truly defining moment when we brought violent crime down. It was a federal investment. It was bipartisan. It worked. Let us hope soon we can find agreement on the tough issues we face today. We will never quit trying to make Washington come back home and really deal with the needs of our cities and mayors. That's our mission.





# Boston Officials Take First Step to Protect Their NCAA Student-Athletes

By Jocelyn Bogen

Boston made a significant step to further protect its NCAA student-athletes on September 17. The first of its kind, the newly approved law will affect all colleges in the greater Boston area. What this law sets is a precedent for other cities to be proactive and take responsibility into their own hands in order to secure the safety of their student-athletes.

The "College Athlete Head Injury Game day Safety Protocol" will officially

come into effect July 1, 2015. The law states that in order to counteract brain trauma injuries, local colleges including their opponents must have an emergency medical action plan in place and also be ready to immediately ban players if he or she is diagnosed with a concussion or is suspected of having one during any NCAA-sanctioned event. In addition to that ruling, a neurotrauma consultant must be present at every Division 1 football, ice hockey and men's lacrosse game in order to diagnose head and neck injuries.

In order to further their efforts of protecting their student-athletes, Boston is looking to pass a bill of rights that requires local colleges to provide its athletes with a fifth year of financial aid if they do not graduate on time. This prospective bill also includes comprehensive year-round health insurance that could cover long-term medical expenses that are a result from collegiate sports injuries.

## West Sacramento Celebrates 2014 City Livability Award



**Waste Management Inc. and The United States Conference of Mayors President Sacramento Mayor Kevin Johnson honored West Sacramento Mayor Christopher Cabaldon September 29 for his 2014 Small City First Place Award for Universal Preschool for West Sacramento Program (UP4WS) during a Luncheon at the West Sacramento City Hall. Left to right, USCM Director of City Livability Awards Program Jocelyn Bogen, West Sacramento Mayor Christopher Cabaldon, Waste Management District Director Mike Goudreau, USCM President Sacramento Mayor Kevin Johnson, and Waste Management Market Area General Manager Alex Oseguera.**

## SHARE YOUR GOOD NEWS!

*We know you have good news to share about your mayor or a unique local program. Tell us about it so other cities can learn from your success!*

*Send your press releases and photos for U.S. Mayor newspaper to*

**USCM Public Affairs**

**Office:**

[etemple@usmayors.org](mailto:etemple@usmayors.org)

**202-861-6719**

# New Leadership Role for Conference of Mayors Defined Contribution Partner

By Kathryn Kretchmer-Weyland

In early 2013, the Conference of Mayors announced our new partner for public sector retirement plans. After an extensive market review, the Conference of Mayors selected Great-West Financial to provide a full range of services for public sector defined contribution, defined benefit, and hybrid plans.

This partnership has been very successful. In addition to market growth, our partnership has broadened to encompass a leadership role in all aspects of public sector retirement and savings plans. Most recently, there have been two new developments that are a key part of this growth:

## **1) Strengthened Leadership at Our Partner, Great-West**

From inception of our relationship in 2013, Great-West and the Conference of Mayors have dedicated significant resources to support all aspects of retirement programs for America's cities. As evidence of their deepening commitment to the success of our mutual efforts, Great-West has appointed Don Jurgens as Director of Government Market Sales.

In his new role, Jurgens will assume primary sales and market development responsibility for plans with less than \$50 million in assets. This new focus is important, since our research has shown that cities with plans below the \$50 million asset threshold tend to be far inferior to those offered by larger cities. These plans often have high fees, poor performing investment options, and a lower level of participant services than larger cities. Our goal is to extend large city benefits to smaller cities and their participants.

Jurgens is a graduate of Purdue University, and has over 26 years experience in the public and private sector retirement market. He has served in leadership positions with Northern Trust and AIG/Valic. Most recently, he was National Sales Manager and Vice President, Governmental Defined Contribution Markets for ICMA-RC. Jurgens has extensive experience in major plan sales, and an even

more importantly, a long history in the smaller municipal plan market. He has a passion for helping smaller government entities obtain pricing, features, and services that are often only available to larger plans.

"Don is a perfect partner to work with the Conference of Mayors in our determination to change the retirement plan landscape for America's cities," says U.S. Mayor Enterprises Chief Operating Officer Kathryn Kretchmer-Weyland.

"Great-West is the Number One provider of services to the state retirement plan market, and the leading provider for America's largest cities. We plan to use this large-market experience to bring America's smaller cities a long-overdue upgrade to their defined contribution plans," adds Great-West Financial Government Markets Vice President Brent Neese.

## **2) Great-West Financial Now Second Largest Retirement Services Company in United States**

With the completion of the purchase of the JP Morgan Retirement Plan Services on September 2, Great-West Financial is now the second largest retirement services provider in the United States.

With nearly seven million participants, and record keeping for over \$400 billion in retirement plan assets, Great-West is second only to Fidelity® who is currently the largest retirement plan provider in the United States.

In the retirement services market, size and scale means lower fees and more competitive services can be offered. Smaller companies have higher cost structures and may struggle to invest the millions of dollars required each year to maintain leading-edge recordkeeping and investment services platforms. The integration of JP Morgan Retirement Plan Services with Great-West and Putnam means that the Conference of Mayors partner is an even larger market leader than when we selected them nearly two years ago.



**Great-West Government Market Sales Director Don Jurgens**

These two recent developments are a testament to the commitment that the Conference of Mayors and Great-West Financial have to the public sector, and to leading a "retirement revolution" to benefit plan participants and America's cities, both large and small.

## **Conference of Mayors is Here to Help**

Conference of Mayors staff is here to help you understand the many benefits available to you as a result of our partnership with Great-West Financial. Contact Kathryn Kretchmer-Weyland at [kweyland@usmayors.org](mailto:kweyland@usmayors.org) or Jeff Bean at [jbean@usmayors.org](mailto:jbean@usmayors.org) for immediate assistance with this important issue.

# Gresham Mayor Bemis Recognized for Climate Protection Efforts

## Selects Mentoring Group for Sustainable Activities

By Kevin McCarty

Gresham Mayor Shane Bemis convened community leaders to celebrate the city's successful energy and climate protection efforts during an October 1 ceremony, an event where he recognized a local organization, Friends of the Children, for their mentoring and sustainability work in his city.

At the Annual Meeting in Dallas, Bemis was honored as part of the 2014 Mayors' Climate Protection Awards Program, winning first place winner in the small city category for Gresham's successful energy and climate initiatives.

In discussing his city's leadership, Bemis cited efforts to curb energy use through the installation of more than 8,000 streetlights and energy improvements in the city's wastewater treatment operations, saving about \$1 million annually in energy costs. Bemis explained how these and other efforts have cut greenhouse gas emissions in city operations by about 60 percent over eight years.

At a site where the Friends of the Children will soon break ground on a new facility, Bemis awarded a \$15,000 grant to the organization. Walmart, which sponsors the annual awards program, provides grants to the top winning mayors to pass through to local organizations working on sustainability.

During his remarks, Bemis recognized



**Left to right, Walmart Public Affairs and Government Relations Director Deborah Herron, Gresham Councilor Kirk French, Gresham Mayor Shane Bemis, Gresham Council President Lori Stegmann, Gresham Councilor Mike McCormick, Friends of the Children Development and Marketing Director Megan Lewis, and Friends of the Children Ambassador Board Member Jonathan Sewell.**

***"...these and other efforts have cut greenhouse gas emissions in city operations by about 60 percent over eight years."***

***– Gresham Mayor Shane Bemis***

Walmart and their participating officials for their strong support of the Conference of Mayors annual climate awards program, and talked about the successful track record of Friends of the Chil-

dren in mentoring children in his city and throughout the region.

Friends of the Children Development and Marketing Director Megan Lewis described some of her organization's many sustainability efforts, including solar panels and other energy efficient features to be incorporated into its new facility as well as healthy cooking programs to be offered to children in their mentoring programs, using herbs and other produce to be grown at the site.





# Charleston Mayor Riley, Jr. Welcomes Return of Mayors' Institute on City Design for 60th National Session

The Mayors' Institute on City Design (MICD) was held in Charleston, September 17-19 for its 60th National Session. Hosted by Charleston Mayor Joseph P. Riley, Jr. and the city, the event was attended by Cedar Rapids Mayor Ron Corbett, Chattanooga Mayor Andy Berke, Compton (CA) Mayor Aja Brown, Grand Prairie (TX) Mayor Ron Jensen, Greensboro Mayor Nancy Vaughan, Newton (MA) Mayor Setti Warren, Rochester Hills (MI) Mayor Bryan Barnett, Santa Fe Mayor Javier Gonzales, and St. Petersburg Mayor Rick Kriseman. Experts in architecture, landscape architecture, urban planning, real estate development, transportation planning, historic preser-

vation, and urban design joined the mayors in the two-and-a-half-day discussions and offered pragmatic advice on how the mayors could approach the city design challenges facing each of their cities.

The 60th National Session began with a walking tour of historic downtown Charleston led by Horizon Project Foundation CEO Michael Maher. The tour showcased major downtown sites that have been instrumental to Charleston's transformation as a destination city, including King Street, Waterfront Park, and historic preservation efforts of the city's residences. Later that evening, the opening reception and dinner were held at City Gallery, which features Charles-

ton's waterfront revitalization. Riley presented on the role of design in Charleston's transformation after remarks were made by MICD Director Trinity Simons, National Endowment for the Arts Design Specialist Jen Hughes, American Architectural Foundation President and CEO Ron Bogle, and Conference of Mayors CEO and Executive Director Tom Cochran.

Kriseman initiated the design discussions the following morning, presenting on St. Petersburg's efforts to strengthen the identity and stimulate economic development in the Warehouse Arts Dis-

**See MICD 60 on page 22**



**Front row, left to right, Cedar Rapids Mayor Ron Corbett; Greensboro Mayor Nancy Vaughan; St. Petersburg Mayor Rick Kriseman; Salt Lake City Transportation Director Robin Hutcherson, AICP; Beckelman+Capalino Founder Laurie Beckelman; Gensler Design Director Marcy Schulte, AIA; National Endowment for the Arts Design Specialist Jen Hughes; Rochester Hills (MI) Mayor Bryan Barnett; MICD Director Trinity Simons; and MICD Program Manager Jeff Jamawat.**

**Middle row, left to right, Santa Fe Mayor Javier Gonzales; Compton (CA) Mayor Aja Brown; Full Spectrum of NY Founding Partner and COO Carlton Brown; Newton (MA) Mayor Setti Warren; Sasaki Associates Principal Fred Merrill, FAICP; Grand Prairie (TX) Mayor Ron Jensen; AGA Public Realm Strategies President and CEO Alex Garvin; American Architectural Foundation President and CEO Ron Bogle, Hon. AIA; and Populous Principal Alma Du Solier.**

**Back row, left to right, University of South Carolina student Alexander Clarke; USCM Managing Director Tom McClimon; USCM CEO and Executive Director Tom Cochran Chattanooga Mayor Andy Berke; and DesignWorks Founder and Partner Scott Parker, ASLA.**

trict abutting downtown. The city would like to leverage the momentum of the Warehouse Arts Enclave to catalyze and inspire other redevelopment opportunities in the area and provide better connectivity between the arts district, downtown, and midtown. The Resource Team advised the mayor to create a visioning plan for the district, focusing on a key intersection at 22nd Street South, 5th Avenue South, and the Pinellas Trail.

Vaughan followed with a discussion of the historic World War Memorial Stadium and Greensboro Farmers Curb Market. The city is seeking land use and design strategies to make the site a viable neighborhood center, especially through programming at the stadium, expanding and building on the success of the farmers market, and redeveloping two adjacent city-owned facilities. The Resource Team encouraged the mayor to consider multi-purpose use for the stadium and integrate the nearby greenway and the creek to add value and highlight larger opportunities for the site.

Corbett presented on Cedar Rapids' efforts to create a pedestrian-friendly environment along the 3rd Street corridor that links the downtown convention center to the Czech Village/New Bohemia District. The city is looking for land use options and design solutions that can foster the connection between these two nodes, making 3rd Street safe, attractive, and walkable for pedestrians. After explaining the concept of mainstreet and providing several examples, the Resource Team offered suggestions on how the city can incorporate demonstration projects that feature green infrastructure on key blocks to create a continuous visual interest on 3rd Street and help manage storm-water runoffs.

Warren followed with a presentation on the Firefighters' Triangle, Centre Triangle, and Cypress Street Triangle that make up the Newton Centre Village. Of particular interest to the mayor and the city is onsite parking, which is impacted by Boston's MBTA Green Line station located on Union Street. The Resource Team gave guidance on station-area

parking management, as well as streetscaping and planting strategies for all 13 villages in Newton.

Barnett concluded Thursday's discussions by presenting on Rochester Hills' efforts to build a 70-acre Riverbend Park. The city would like to develop the site with minimal intrusion to keep the natural beauty of prairie, dense hardwood forests, and pristine wetlands intact. Emphasizing a larger vision for the park, the Resource Team helped the mayor prioritize short- and longer-term objectives to stay focus on the goal of creating a world-class recreational experience.

Brown commenced the discussions on the final day of the Institute with a presentation on East Compton Boulevard, seeking design strategies to "humanize downtown." The area is anchored by Metro Blue Line station, a new Transit Center, Civic Center complex, and new housing development. The Resource Team weighed in on the proposed plan for the adjacent blocks between Alameda Street and Santa Fe Avenue, and offered suggestions on making East Compton Boulevard safer for pedestrians and cyclists.

Berke presented on Chattanooga's efforts to redevelop the Harriet Taubman Homes, a former HUD's public housing site in East Chattanooga. The city is considering several redevelopment scenarios at various land use intensities and mix of uses for the proposed industrial site. The Resource Team encouraged the mayor to expand the planning area beyond the immediate project boundaries and select a site plan that strikes a healthy balance between community development and job creation.

Jensen followed with a presentation on the EPIC Mega Recreation Center and Aquatic Center inside City Park. The city would like to create an internal network of streets to facilitate people flow from the main facilities to the lakes and other attractions within the site. The Resource Team advised the mayor to create multiple access points to the park, invest in a parking management system, and consider shared parking with the existing facility.

Gonzales concluded the Institute by presenting on Santa Fe's efforts to rei-



Imagine St. Michael's Drive, an underutilized commercial corridor that lies at the geographic center of the city. The city is looking for out-of-the-box approaches to transform St. Michael's Drive into an active, vibrant street that reflects San Fe's heritage and local character. The Resource Team encouraged the mayor to take ownership of the highway, seek partnership with the institutional anchors on both ends of the corridor, and create a signature feature for the corridor.

Joining the mayors at this National Session was a distinguished group of Resource Team members: Beckelman+Capalino Founder Laurie Beckelman, Full Spectrum of NY Founding Partner and COO Carlton Brown, Populous Principal Alma Du Solier, AGA Public Realm Strategies President and CEO Alex Garvin, Salt Lake City Transportation Director Robin Hutcheson, AICP, Sasaki Associates Principal Fred Merrill, FAICP, DesignWorks Founder and Partner Scott Parker, ASLA, and Gensler Design Director Marcy Schulte, AIA.

MICD is a National Endowment for the Arts leadership initiative in partnership with the American Architectural Foundation and The United States Conference of Mayors. The 60th National Session was sponsored in part by United Technologies Corporation. Since 1986, MICD has helped transform communities through design by preparing mayors to be the chief urban designers of their cities. MICD conducts several sessions each year. For a list of upcoming events, past attendees, or for more information, visit the website [micd.org](http://micd.org) and follow @MICDdotORG on Twitter.

## ABOUT THE MAYOR



Conference of Mayors Vice President Baltimore Mayor **Stephanie Rawlings-Blake** supports tax credit legislation to support urban agriculture in Baltimore. Baltimore City Councilman William Welch's proposed bill would provide a 90 percent break on property taxes for urban farmers who grow and sell at \$5,000 of fruit and vegetables a year. The credits, which must be approved by the city's Office of Sustainability, are good for five years, but can be renewed for a total of ten years, according to the bill. The mayor's spokesperson says this legislation is needed because several urban farms in Baltimore are smaller than five acres and therefore do not qualify for a state-authorized tax break. The purpose of the legislation is increase access to fresh, healthy food; develop local jobs and educational opportunities; improve the national environment; contribute to sustainability and resilience; and make use of vacant lots.

Support for this legislation is just one more way Baltimore, under Rawlings-Blake's leadership, is working through her "Homegrown Baltimore: Grow Local,



**USCM Vice President Baltimore Mayor Stephanie Rawlings-Blake**

Buy Local, Eat Local" initiative to increase the production, consumption and distribution of local foods. "For many low-income Baltimore City residents, gaining access to quality, nutritious food can be a challenge," said Rawlings-Blake. "I remain committed to strengthening our communities by increasing food access for all residents."

# USCM on the WEB

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



## MAYORS BUSINESS COUNCIL

### Member Profile

#### PEPCO HOLDINGS, INC. (PHI)

PHI is an energy holding company engaged in regulated utility operations and sale of competitive energy products and services to residential and commercial customers. PHI delivers electricity and natural gas to more than 1.9 million customers in Delaware, the District of Columbia, Maryland, New Jersey and Virginia, making it one of the largest electricity delivery companies in the mid-Atlantic region. PHI's family of energy-related businesses includes:

**Pepco** – a regulated electric utility delivering electricity to customers in Washington (DC), and its Maryland suburbs.

**Delmarva Power** – a regulated electric and gas utility serving customers in Delaware and the rest of the Delmarva Peninsula. (Delmarva Power and Atlantic City Electric previously operated under the brand name Conectiv Power Delivery.)

**Connectiv Energy** operates in the deregulated energy industry, safely and responsibly managing power plant assets and buying and selling fuel and energy in the wholesale marketplace.

**Atlantic City Electric** – a regulated electric utility serving customers in southern New Jersey.

**Pepco Energy Services** is a leading provider of deregulated energy and energy-related services for residential, small business and large commercial customers.

**Potomac Capital Investment** manages a portfolio of financial investments, primarily energy leveraged leases.

Special Interests: Energy

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