

City Hall

Troy, Alabama

August 26, 2014

The Executive Committee of the City Council of the City of Troy, Alabama, met at the hour of 4:00 PM., on August 26, 2014. Upon roll call the following were present: Council Members Charlie "Sarge" Dunn, Greg Meeks, Marcus Paramore, Dejerilyn King-Henderson, and John H. Witherington. Council Members absent: None. John H. Witherington presided as the Chairperson of the meeting. Shannon Bryan, Assistant City Clerk, presided as the Clerk of the Meeting.

The Executive Committee met at 4:00 PM to discuss agenda items. At 4:37, the council left the executive committee meeting to the regularly scheduled meeting.

The City Council of the City of Troy, Alabama, met at the hour of 5:00 PM., on August 26, 2014 in Regular Session. Upon roll call the following were present: Council Members, Charlie "Sarge" Dunn, Greg Meeks, Marcus Paramore, Dejerilyn King-Henderson, and John H. Witherington. Council Members absent: None. John H. Witherington presided as the Chairperson of the meeting. Shannon Bryan, Assistant City Clerk, presided as the Clerk of the Meeting.

The Executive Committee met at 4:00 PM on August 26, 2014 to discuss agenda items.

Councilman Witherington introduced the minutes from August 12, 2014 meeting. Councilman Dunn motioned to approve the minutes as printed, seconded by Councilman Paramore, and being put to vote were unanimously approved.

Councilwoman Henderson announced the winner of District 5 Yard of the Month, Amanda Richardson.

Councilman Meeks introduced the 050/070 Retail Beer/Wine License for ZTEC #612 (AMK Marketing, LLC). Councilman Meeks motioned to approve the Retail Beer/Wine License, seconded by Councilman Paramore, and being put to vote was unanimously approved.

Councilman Meeks introduced the application for a 010 - Lounge Retail Liquor - Class I License for Cocktails and Dreams, doing business as 315 Exchange. Councilman Meeks motioned to conditionally approve the Class I Lounge Retail Liquor License Application subject to and conditioned upon the absolute requirement that the applicant, Cocktails and Dreams/ 315 Exchange must fully comply with all building and fire code requirements, public health and safety requirements, and all other applicable laws, ordinances and regulations before this conditional approval of the license application can become unconditional, seconded by Councilman Dunn, and being put to vote was unanimously approved.

Councilman Witherington introduced and summarized aloud Resolution 2014 - 109 - Amendment 772 - Crowco, Inc, and announced that this was the time and place to hear those in favor of or those against Resolution 2014 - 109. Councilman Meeks motioned to approve Resolution 2014 - 109, seconded by Councilman Paramore, and being put to vote, was unanimously approved.

Councilman Witherington introduced and summarized aloud Resolution 2014 - 110 - Bid Award - Transmission Pole Replacement. Councilman Paramore motioned to approve Resolution 2014 - 110, seconded by Councilwoman Henderson, and being put to vote, was unanimously approved.

Councilman Witherington introduced and summarized aloud Resolution 2014 - 111 - Bid Award - Transmission Pole - Concrete. Councilman Dunn motioned to approve Resolution 2014 - 111, seconded

by Councilman Meeks, and being put to vote, was unanimously approved.

Councilman Witherington introduced and summarized aloud Resolution 2014 - 112 - Goodwyn, Mills and Cawood - Contract Addendum - ILS Installation. Councilman Paramore motioned to approve Resolution 2014 - 112, seconded by Councilman Meeks, and being put to vote was unanimously approved.

There were no appointments.

-----Mayor's Comments-----

---Expressed condolences to Alton and his entire family.

---Announced that CHMS was holding open house from 6:00 to 7:30

---Announced that the football brown bag on the square will be Wednesday, the 27th, at noon. Coach Blakney and other local coaches will be speaking.

---Announced that the 311 App is now up and encouraged everyone to download and use it.

-----Council Members Comments-----

---Councilman Dunn recognized his family members that were in attendance.

---Councilman Meeks expressed his condolences to Alton and his family.

---Councilman Paramore expressed his condolences to Alton and his family. Reminded everyone it is still District 3 clean up month and to call 311 to schedule large pick up. Reminded everyone of CHMS open house.

---Councilwoman Henderson expressed condolences to Alton and his family, as well as the Johnson family. Announced that the next community meeting will be held September 22, at the Troy Public Library. Announced that reports from the National League of Cities

meetings had been provided to the other members of the Council, the Mayor, and the City Clerk, and requested the reports be included in the minutes.



The Elected Official as Chief Innovation Officer

By Patrick Ibarra

Patrick Ibarra will serve as the facilitator for the 2014 Annual Leadership Summit, "Leading through Innovation," to be hosted by the city of Mountain View, CA, and held on August 13-16 at the Santa Clara Hilton.



"To have a great idea, have a lot of them." - Thomas Edison

Playing it safe is not the same as playing it smart. Elected officials are under intense pressure to innovate to purposefully generate and implement fresh solutions, adopt continuous improvement and pursue planned change. Forward-thinking elected officials understand that innovation and progress are inextricably linked.

Innovation, at its core, is an act of leadership. Waiting for serendipity to spawn innovative solutions is entirely too random, unreliable, and risky in today's climate. Innovation is fostered by three key behaviors that leaders can practice — and can inspire in others — that can fundamentally shift the culture of the city government:

Be Curious.

- **Look at the data.** Too often we make assumptions about what is going on in our communities. Use data to check these assumptions and inspire new questions and insights.
- **Ask questions.** It is easy to fall into the "answer trap," and provide a steady supply of solutions, but asking the right questions can uncover options that weren't previously on the table.
- **Put on your "anthropology hat."** Innovators are fascinated with the human condition, and possess an insatiable appetite for increasing their understanding about what makes people do things the way they do. Schedule time to wander around your community and your offices. People might look at you strangely, wanting to know what you are doing on the 3rd floor of City Hall when your office is on the 5th floor, but be willing to surprise them. Ask about what they do and how they do it. Illuminate your perspective by shadowing a fellow executive for a day to observe how he/she navigates their day. Better yet, anonymously observe how citizens use your city's services.
- **Stretch your imagination.** It is essential for successful innovators to think — and inspire others to think — in terms of "what if?" instead of "what?" What if every registered voter actually voted in the next election? If economic growth accelerated, what dividends would

be realized, and what unintended consequences would be created?

Challenge Current Perspectives

- **Change the level of analysis.** Innovators utilize a menu of lenses: magnifying, microscopic, and yes, binoculars, as critical thinking tools. The key is how to define the problem while respecting its ambiguity.
- **Shift the paradigm.** Innovative thinking is the way to solve complex problems through paradigm shifts. When there is pressure to "tighten your belt," ask what it might look like to change your pants instead.
- **Expand the options.** Innovation includes both doing things differently and doing different things. Embrace a mindset that there is no "box"; enlarge your thinking. Adapt practices from all sectors – public, private and non-profit – to create a blended mix of solutions to complex local challenges. Use the arts to turn reality inside out and catapult people out of their comfort zone. Take your staff on a field trip to a local art museum, or watch a film and debrief over lunch. Discuss applying what you have just learned to your community's toughest challenges.
- **Engage in real talk about real change.** Schedule an "advance", as opposed to a traditional "retreat" with your colleagues, and spend time peering out the front-windshield into the future of your community. Introduce an approach that disrupts the status quo mentality of "we've always done it that way" by holding listening sessions with residents or new staff members who aren't as familiar with the city's routines.
- **Get outside.** People think differently in nature than in an office. Take a walk while you're working through a challenging situation, or hold a staff meeting outdoors.

Create Freedom.

- **Focus on desired results.** New paths open up when you look at the result you are seeking to achieve rather than the starting with the existing process.
- **Develop many options.** As Thomas Edison said: "To have a great idea, have a lot of them."
- **Think creative vs. competitive.** Innovation is about developing creative solutions to problems, not about competing with others. Innovation is about finding a better way to do things, not about being the best. Innovation is about finding a better way to do things, not about being the best.
- **Accept a certain amount of risk.** It is essential for government leaders to develop an aversion to making mistakes. Mistakes can be bad, but not nearly as a culture in which there is no room for risk. The most essential element for creating innovation is to create an environment that inspires trust, where people will venture out from comfortable to more disruptive thinking.
- **Pursue a passion.** When elected leaders and city staff have at least a little time to pursue new ideas about which they are personally passionate, even if they are only tangentially related to their job description, it can spur incredible innovation.

Contemporary research dispels the myth that innovation will happen organically or simply through the hiring of innovative people. Innovation needs to be cultivated and nurtured. In doing so, city leaders can harness the forces for change – within themselves, their city governments, their residents and their local economy – into a better community for all.

Patrick Ibarra, a former city manager and Co-Founder and Partner of the Mejorando Group, Glendale, Arizona (patrick@gettingbetterallthetime.com; www.gettingbetterallthetime.com).



Exploring Innovation in City Government

Value Proposition

- ❖ Reducing cost/increasing organizational efficiency
- ❖ Improving quality of service
- ❖ Ability of new approach to address existing community need
- ❖ Finding solutions to long-lasting problems
- ❖ Fulfilling the vision of elected officials
- ❖ Increasing civic engagement
- ❖ Responding to pressure from community members

Questions to ask during the development, implementation and sustainability phases

- ❖ Do you have leadership support?
 - ❖ What is the city trying to institutionalize?
 - ❖ Why is it trying to institutionalize it? Have you developed a framing and communications strategy?
 - ❖ Does the city have a common language to talk about innovation and metrics?
 - ❖ What funding/budget is available to support these efforts? Is it ongoing?
 - ❖ Are there models that other cities are using that can be replicated or adapted?
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- ❖ Should the initiative be housed in the Mayor's Office?
 - ❖ How should stakeholders be incorporated into the model?
 - ❖ How should the initiative allow other agencies to provide an active voice?
 - ❖ How should benchmarking and measurement be organized?
 - ❖ What unique skill-set does the initiative need? Do those skills currently exist in the city today? If not, how can the city organize them?
 - ❖ How can duplicative efforts be eliminated and existing initiatives leveraged?
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- ❖ How to continuously support complementary work through multiple agencies?
 - ❖ How will successful efforts be replicated and adapted throughout agencies?
 - ❖ How will unsuccessful efforts be reworked, phased out and/or reintroduced?
 - ❖ How will these approaches be transitioned from one administration to the next; how will they be codified?

Potential Obstacles

- ❖ Funds and financing
- ❖ Employee time to implement new approach
- ❖ Capability to customize solutions for my city/county
- ❖ Qualified or skilled personnel
- ❖ Inadequate technological infrastructure
- ❖ Legal requirements
- ❖ Lack of employee engagement
- ❖ Civic opposition
- ❖ Complex administrative/approval procedures

Resources for cities

- ❖ Data Smart City Solutions: datasmart.ash.harvard.edu
- ❖ National Resource Network: nationalresourcenetwork.org
- ❖ Better, Faster, Cheaper: <http://www.governing.com/blogs/bfc>
- ❖ Living Cities: <http://www.livingcities.org/blog/>
- ❖ California Civic Innovation Project: <http://ccip.newamerica.net/>
- ❖ IBM Center, Business of Government businessofgovernment.org

Concepts adapted from *The Case for Strengthening Personal Networks in California Local Government, Understanding local*

Innovation Typologies

Characteristics

Challenges

Examples

City Hall Driven

- ❖ Mayoral support
- ❖ Clear unit mandate
- ❖ Support serial innovation: Structural, cultural change that strives for continuous, incremental innovations

- ❖ Cooperation of relevant departments across City Hall
- ❖ Team capacity
- ❖ Balanced collaborative partnerships
- ❖ Transferability of solutions and technology

- ❖ Offices of Innovation
- ❖ Bloomberg Innovation Delivery Team
- ❖ (Boston) Mayor's Office of New Urban Mechanics

Employee Empowerment

- ❖ Creative capacity within existing workforce, including education and skills training
- ❖ Political cover/safe space for public employees to innovate
- ❖ Lower organizational hierarchy
- ❖ Supportive of continuous incremental improvements

- ❖ Cooperation of middle managers
- ❖ Education and communication efforts for all employees (including managers)
- ❖ Rationalization of work processes and utilization of lean practices for standardization
- ❖ Additional measures required to ensure the quality of service increases along with efficiency

- ❖ Denver Peak Academy
- ❖ Alliance for Innovation (AZ) addresses skill gap in local government by matching with skilled employees of other municipalities

Performance Metrics & Star Programs

- ❖ Focus on outcomes, not process to improve service quality
- ❖ Prioritize what to do with data over what to measure
- ❖ Measure and reward employees with high performance

- ❖ Adoption of best practices can crowd out risk tolerance necessary for developing future innovations
- ❖ Current measurements can't adequately capture innovative processes
- ❖ Adaptive metrics to account for implementation dips and

- ❖ Baltimore CitiStat
- ❖ NYPD CompStat
- ❖ SomerStat (Somerville, MA)

Governance by Network

- ❖ Unite diverse actors around common goals (networks and leveraged funding)
- ❖ Cultivate pipeline to encourage innovation within and outside government
- ❖ Move innovations from pilot to mainstream
- ❖ Incubate local innovation through skills training and networking

- ❖ Local innovators outside government unfamiliar with navigating bureaucracy
- ❖ Complex management process
- ❖ Diverse stakeholders with potentially conflicting goals

- ❖ Denver Office of Strategic Partnerships
- ❖ Boston GreenLight Fund
- ❖ Teach for America and City Year
- ❖ NYC Center for Economic Opportunity

Policy Reform

- ❖ Operational change (government and clients)
- ❖ Increase competition for service provision
- ❖ Communication and education
- ❖ Decrease administrative burden on providers
- ❖ Stakeholders are engaged, in conversation and action

- ❖ High political cost of breaking status quo – existing service providers can be powerful constituent groups
- ❖ Requires regulations, procedures, convention to be changed or created
- ❖ Citizens/clients typically have little choice among public service provider, even if unsatisfied

- ❖ Participatory budgeting
- ❖ Open data legislation
- ❖ NYC Operations cure period review

How innovative is my city?



Score: (0) Not Applicable, (1) Disagree, (2) Neither Agree or Disagree, (3) Agree

	A	B	C
My city is home to a successful business incubator.			<input type="checkbox"/>
Our local college / university anticipates industry's talent needs and produces high value degrees.		<input type="checkbox"/>	
My city government regularly meets with businesses to learn about their needs.	<input type="checkbox"/>		
I would describe my city's permitting process as being streamlined and easy to navigate.	<input type="checkbox"/>		
One of our local economic development organization's goals is to foster entrepreneurship.			<input type="checkbox"/>
People in my city regularly contribute to Kickstarter campaigns and other crowd funding sites.			<input type="checkbox"/>
Recently, we have seen an uptick in population growth from high tech regions like California.		<input type="checkbox"/>	
Our K-12 system offers programs that train students in fields relevant to growing industries.		<input type="checkbox"/>	
My city has loan programs and other resources dedicated to assisting entrepreneurs.	<input type="checkbox"/>		
When my city talks about "entrepreneurship," it thinks "high tech" versus "mom and pop shop."			<input type="checkbox"/>
Having an energetic, invigorated downtown is a priority for my city.	<input type="checkbox"/>		
My city's public policies consider the needs of high tech / advanced tech companies.	<input type="checkbox"/>		
At least one company in my city has had an IPO in the past 10 years.			<input type="checkbox"/>
My city is home to a large number of active young professionals.		<input type="checkbox"/>	
Companies are drawn to our city because of our talent pool.		<input type="checkbox"/>	

SCORE: Tally your total for each column.

--- A --- B --- C

Journey to the North Star: The 2014 National Black Caucus of Local Elected Officials Annual Summer Conference

Held in Rochester, New York, this year's conference participants, Councilwoman Dejerilyn King Henderson learned from a theme derived from the name of the city's newspaper - *The North Star Journal*. The conference began with a historical tour of Rochester, home of the city's most famous resident, Frederick Douglass which included Hope Cemetery, the burial site of Mr. Douglass and his immediate family.

After viewing the Douglass monument in the Highland Bowl Park, we traveled to the home of Susan B. Anthony and from there to the Frederick Douglass Resource Center. While there, we were entertained with a dramatic interpretation of the life of Shields Green, a runaway slave who was a close friend of John Brown and Frederick Douglass. During lunch at the Center, Cassandra Frederique, Policy Coordinator from the New York Drug Policy Alliance discussed the relationship between our nation's drug policy and race. Ms. Frederique pointed to the current problems with minimum mandatory sentences and noted that while the United States has 2.3 million in prison 1.6 million are there due to non-violent crimes, most of them involving drugs. She added that 800,000 are in prison for marijuana convictions, 90% of those are people of color. She also added that the New York Drug Policy Alliance believes that marijuana reform has become one of the biggest civil rights issues in this country. The attendees also watched a documentary entitled, "The House I Live In" which exhibited a clear relationship between the "war on drugs" and the extremely high number of African Americans who are now incarcerated.

Twilight Reception:

This event included remarks from Don Jeffries, President and CEO of Visit Rochester, who discussed the attributes of his city and a performance by the Garth Fagan Dance Company. Mr. Fagan is best known for his choreography of Walt Disney's *The Lion King* and his company performed several exquisite dances for our group.

Workshop: Social Media a World of its Own:

Kimberly Penn, President of Webtropolis based in Houston, Texas, recommended using social media to develop one-on-one relationships with our constituents. She pointed to a Pew Research Study showing that a majority of Americans are now using social media and if we are not using it, we are losing the opportunity to contact our citizens. Ms. Penn recommended getting two Facebook pages, one personal and a fan page as well. She also suggested that everyone should get a YouTube channel so that everyone can not only see uploaded videos, but also receive notification. Google+ can be used to set up circles of friends.

Workshop: Back to you Media Consulting, Presents "Weathering the Media Storm"

Nicole Johnson, from WPIX-TV, provided tips on writing great news release, how to conduct a press conference to get the media coverage you want. She also discussed how to handle a media crisis in a way to minimize negative news coverage. For television, she suggested short, direct

sound bites. Ms. Johnson further stated that written statements may be great for newspapers but they are not the best way to communicate with radio and TV reporters.

Local Recognition Luncheon:

At this event, awards were presented to both Harvey Gantt of Wells Fargo and Jeffery Milliner of NLC Service Line Warranty Program for the community support their organizations provided to the City of Rochester. The keynote speaker was H. Todd Bullard who urged the attendees to develop a vision of excellence in service to their communities. Several other individuals were honored and they included: New York State Assemblyman David Gantt received the Lifetime Achievement Award for his service to Rochester; Monroe County Legislator Willie Joe Lightfoot for the Unity Award; and Gloria Winston Al-Sarag for excellence in media reporting. Additionally, H. Todd Bullard was presented with an Appreciation Diamond Award for his company, Harris Beach, LLC for being one of the sponsors for the NBC-LEO summer conference and Mayor Lovely Warren was awarded an Outstanding Achievement Award for developing a strategic plan to reduce crime and poverty in Rochester. Also at the luncheon, the Mary F. Gordon Award was presented to former NBC-LEO President, Councilmember Felicia Moore of Atlanta, Georgia

Workshop: Do the Right Thing, Right!

Eddie Holloway from Hattiesburg, MS. discussed the importance of ethical conduct for elected officials. He talked about the values of good character and the culture of cheating which we have all seen in the past. Holloway gave examples of unethical violations and urged the participants to develop a personal code of conduct. He discussed the importance of having a good, positive attitude, and he pointed to 8 duties and traits of a leader: ethics, leadership, motivation, negotiation, emotional intelligence, conflict resolution, personal change and transformation. Holloway also talked about what he described as the AEIOU model; Acknowledge, Express, Identify, Outcome, Understand as a method to solve challenges. Holloway said all of this is about relationship building and doing the right thing for our constituents.

NBC/LEO Board Meeting:

The minutes of the board meeting will be distributed by our secretary, Councilmember Lavonta Williams from Wichita, Kansas.

Free Community Concert:

The City of Rochester, NBC/LEO, radio station WDKX and Tony Giarontano from Nashville, sponsored a free concert for the citizens at the Blue Cross Arena. Entertainment included George Tandy Jr., Cecil Love and Jimmie Highsmith Jr. The concert was headlined by Kindred the Family Soul. Needless to say, everyone had a great time.

NBC-LEO Foundation Fellows Session:

A report was provided on the new officers and they are: current Fellows, Councilman Seyram Selase of Anniston, Alabama and Vice-Mayor Jasmine Gore, Hopewell, Virginia. They reported on their year-long activities and suggested that NBC-LEO adopt a resolution that supports efforts to close achievement and opportunity gaps separating low-income students and students of color from their peers by working with local education leaders. In addition, they recommended that our organization establish three new committees; Evaluation, Fundraising and Media/Communications thus utilizing future Fellows with their planning and development. Also suggested was NBC-LEO develop a strategic plan setting specific goals for the future, such as advocating better relationships between local police departments and their African-American communities. More information can be seen on their website, www.-----

Asia Investment Mission:

This session focused on how cities can better prepare to seek funding from foreign investors from a variety of countries in Asia to expand economic development. William Ramos, Director of Intergovernmental Affairs, US Department of Commerce stated Foreign Direct Investment (FDI) from China to the United States is more than \$10.5 billion and is the fastest growing FDI to the US. Special Assistant to the Commissioner, Dr. Zhi Tang of Neighborhood and Business Development in the City of Rochester, provided an extremely detailed presentation of China's economy and provided suggestions on how US companies and municipalities can increase their investment.

Black Male Achievement Panel, Part 2:

This was a continuation of a discussion that began at last year's conference. Homicide is the leading cause of death for African-American males between the ages of 15 and 24. In Rochester, 91% of black students do not graduate from high school. Roland Williams, retired Super Bowl Champion of the St. Louis Rams moderated the panel which included Dr. Leonard Brock, Executive for Education Initiatives, George Moses, Executive Director, North East Area Development and Paul McFadden, Youth and Gang Intervention Specialist with R.I.S.E. McFadden, who spent 10 years in prison for a variety of crimes, pointed out that 2,000 young people between the ages of 16-18 will be arrested this year and 40% will be sentenced to jail. He now promotes mentoring while urging parents and community organizations to work together to reduce this problem. During the Q&A, many other suggestions such as working to improve reading levels for students in grades 1-3, urging fathers to accept responsibility and play a stronger role in the lives of their sons, and to promote a strong education system focusing on Pre-K and early childhood learning.

NBC-LEO Plenary Luncheon:

The keynote speaker was Mayor Lovely Warren of Rochester who described the many challenges facing her city including reducing poverty and fighting crime. She described how her city is developing solutions to break the cycle of poverty and the efforts being made to empower citizens to help themselves. Please open the attachment to read Mayor Warren's inspiring remarks.

NBC-LEO Policy Committee Meeting:

Earlier this year the committee, co-chaired by Councilman Zack Reed, Cleveland, Ohio, and Councilmember Cassandra Jones, West Chester, Pennsylvania supported resolutions on black male achievement, voter suppression, stand your ground and strengthening opposition to voter suppression laws. The committee also wrote a letter of support for Health and Human Services resolutions to eliminate health disparities in communities of color. There was a discussion in this meeting on a resolution presented by Councilman Joe Davis of Milwaukee endorsing the United for Homes campaign for expanded housing options and greater tax fairness and supporting The Common Sense Housing Investment Act of 2013. The committee agreed to write a letter of support for this resolution. The committee also discussed the issues surrounding the uneven enforcement of marijuana laws and agreed to draft a resolution supporting its de-criminalization and its total legalization. In addition, the committee received a copy of the ordinance promoting fair employment screening by banning-the-box from Adam McFadden of Rochester. This information will be shared with other municipalities. The committee also agreed to review five resolutions presented by the National Policy Alliance. Those included supporting equitable access to clean energy, endorsing family, municipality and school partnerships, fighting the bias against HIV/AIDS discrimination, and urging President Obama to ensure that workers displaced by carbon dioxide emissions from existing fossil fuel-fired power plants are provided re-employment training.

NBC-LEO Ban- A Black Tie Affair.

Super Bowl Champion, sports analyst and author, Roland Williams presented a motivational speech comparing winning in football to public officials enacting successful programs in our cities. Williams, who retired from the St. Louis Rams, pointed out that his team went from last in the NFL to win the Super Bowl the next year. He discussed the importance of working as a team and urged NBC-LEO members to "tap into your teammates for ideas and support" in an effort to improve the quality of life in our individual cities. He cited five qualities to ensure success: believe that you will succeed, have the courage to set specific goals, being honest in your daily activities, promoting teamwork and perseverance with your colleagues, continuing to strive for greatness.

A Regional Approach for a Global Economy:

During this full day mobile workshop, we traveled to Niagara Falls to hear about Rochester and nearby regional cities and their involvement with the global economy and trade with Canada as a close neighbor. Damonize Smith, Commissioner with the Department of Neighborhood and Business Development in Rochester pointed out that \$260 billion annually is the Foreign Direct Investment from Canada to the United States. Rochester receives \$5 billion in FDI from Canada. Smith added that 27 companies in Rochester have their headquarters overseas and the city is constantly seeking new international business opportunities.

NBC-LEO will meet again at the annual NLC Conference in Austin, TX in November and a decision will be made on the location of the 2015 Summer Conference.

Municipal Leadership to Promote Educational Alignment for Young Children

Background

Historically, education and human service systems have developed independently from each other despite sharing a common purpose. Insufficient communication and coordination among systems and programs for young children can make transitions difficult and lead to missed educational opportunities. Researchers, practitioners and policymakers increasingly believe that a more seamless pipeline that addresses a range of academic, behavioral, health and family issues can serve young children more effectively. City officials are working on alignment efforts on behalf of young children from birth to age eight that go well beyond the classroom to include strengthening connections within their communities and linking families to a broad range of supports and opportunities that help them thrive.

NLC's Educational Alignment initiative, generously supported by the W. K. Kellogg and the Annie E. Casey Foundation, is a 15-month technical assistance initiative to help city leaders promote the healthy development and education of children and increase the likelihood that they will achieve educational success by the end of kindergarten.

The NLC Framework

To address these challenges, municipal leaders can bring together key stakeholders to improve early education and strengthen local schools, provide better alignment between preschool and school-based learning, and improve transitions as children move from one level to the next.

Key elements of this work may include:

- **Formal partnerships or governance structures** to develop common definitions and goals and take joint action to implement a high quality, aligned system with blended or braided funding from a variety of sources.
- **Access to quality early education** in a variety of settings to ensure that young children enter school prepared to succeed.
- **School quality and organization** to improve access to full-day kindergarten, support developmentally-appropriate room designs and teaching practices, and promote communication and collaboration among the early grades.
- **Alignment of standards, curricula, teaching practices, and assessments** (with a focus on both social competence and academic skills) that build on what children have learned and how they have learned it from one level to the next.
- **Communication and data sharing** to allow parents, early educators, teachers, and service providers access to common information that will improve how each supports the learning and development of the children in their care.

- **Qualified teachers and administrators**, including efforts to ensure that early educators in all settings have a Bachelor's degree and specialized early childhood training, as well as ongoing professional development.
- **Parent engagement and family support** to develop shared educational goals for children, support parents in their role as a child's first (and continuing) teacher and help children and parents gain access to a full range of services, including health and mental health services.
- **Programs to facilitate smooth transitions to school** by making children and parents feel comfortable and welcome in the new school environment.
- **Public awareness of the importance of early education** to increase the value that parents and other members of the community place on high-quality education from the earliest years through postsecondary success.
- **Funding strategies** that help communities generate sufficient resources – in some cases by blending and braiding a variety of funding streams – to meet the needs of young children from birth through age eight.

Technical Assistance Overview

Key elements of this technical assistance include:

- Helping six cities develop a shared vision for educational alignment and cultivate partnerships among city leaders, library leaders, school boards, superintendents, principals, early educators, youth development professionals and the larger community;
- Providing on-site guidance through carefully designed site visits, a cross-site meeting and monthly webinars/conference calls to help the six cities share challenges, discuss strategies, connect to national experts, and develop new approaches for educational alignment; this includes providing technical assistance to help cities align their local plans with state and federal initiatives, identify and address local challenges, identify, test, and scale strategies, and facilitate community learning; and
- Conducting statewide summits in four of the cities to facilitate intergovernmental partnerships on early learning among city, state and federal officials. The statewide mayoral summits will be designed to help local and state leaders learn about each other's perspectives, initiatives and policies. The summits will also lay the groundwork for future collaborations to inform state and national policy and educate officials engaged in funding decisions.

Six Technical Assistance Cities

- Austin, Texas
- Fort Worth, Texas
- Hartford, Connecticut
- Longmont, Colorado
- Richmond, Virginia
- Rochester, New York

Types of Technical Assistance

- Monthly conference calls for all six participating cities with NLC staff and experts on PreK--3rd grade alignment efforts as well as monthly one-on-one calls with each team, as needed;
- Sharing of research and best practices;
- Site visits by NLC staff to participating cities;
- A cross-site meeting to support peer learning and local plan development; and
- State-level convenings.

The Importance of Investment in Early Childhood Education

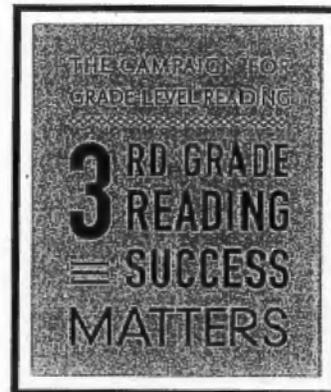
- To foster a strong workforce and vibrant communities, cities, towns, and school districts must prepare children to succeed long before they enter kindergarten and continue to provide supports through the early grades and beyond. This ensures that children enter school ready to learn and sets the course for a successful public school experience.
- High-quality, effective early childhood education provides children with the cognitive, physical and social-emotional skills they need to succeed in school and life. City officials understand that positive educational experiences in the earliest years of life are critical for children to achieve long-term success and grow into productive members of the community.
- According to the most recent National Assessment of Educational Progress (NAEP) data, 80 percent of low-income fourth graders and 66 percent of all fourth graders are not proficient in reading (National Center for Education Statistics, National Assessment of Educational Progress).
- Research has shown that early childhood education through third grade (PreK-3rd Grade):
 - is imperative for setting children on a sustainable path of success and improving student achievement;
 - is critical to ensuring that children develop a solid foundation in literacy, math, social-emotional skills, as well as strong engagement in learning;
 - leads to better grades and performance on standardized tests; and
 - strengthens the local workforce - strong schools and stable families can influence whether or not businesses move to a city which in turn impacts economic development.
- Early childhood programs are the most cost-effective way to ensure the healthy development of children and offer the greatest returns to society. Investment in early education brings significant economic benefits to cities. For every \$1 we invest in early education, we can expect to see an average of \$10 return—that's often better than the return you can expect from S&P.
- Children who attend high quality early childhood programs tend to show:
 - Higher rate of:
 - Completing high school
 - Above-average test scores
 - Positive attitudes toward school among children and parents
 - Higher rate of:

- Stable employment
- Home and car ownership
- Family involvement
- Educational attainment
- Lower rate of:
 - Remedial education
- Recently, early childhood education has been emphasized at all levels of government, including at the federal level. President Obama highlighted it in his 2013 and 2014 State of the Union addresses.
 - o In 2014, he reiterated the call he made to states in his address in 2013: “In states that make it a priority to educate our youngest children...studies show students grow up more likely to read and do math at grade level, graduate high school, hold a job, form more stable families of their own. We know this works. So let’s do what works and make sure none of our children start the race of life already behind.” President Barack Obama, State of the Union, February 12, 2013
- Parents, teachers, administrators, researchers and policymakers are recognizing that “the early years” extend beyond their traditional definition –infancy to five years old—all the way to the end of third grade, so it is important that any early childhood investments should be aligned with the state’s education agenda.

Role of Municipal Leaders

- Municipal leaders are in a position to work with state, local, and public school officials to integrate important investments into their communities’ education agendas. Bringing together key stakeholders to discuss common goals and how to take action is the first step in any alignment strategy. Elected officials can act as the convener of these stakeholders. Some key strategies for alignment include:
 - Municipal officials can be a linchpin and use the bully pulpit to communicate the what, why, and how of PreK-3rd alignment is an important role for elected officials.
 - Bring together early educators and public school teachers to provide opportunities to learn from each other and collaborate: Making sure that interconnected classroom experiences are key to ensuring their continued academic success. City staff can work to bring together early childhood educators and elementary school teachers for joint professional development sessions.

THE CAMPAIGN FOR GRADE-LEVEL READING



Reading proficiency by the end of third grade is a key predictor of high school graduation and career success. Yet every year, more than 80 percent of children from low-income families miss this crucial milestone. The statistics are even worse for low-income English Language Learners and children of color.

The Campaign for Grade-Level Reading is a collaborative effort by funders, nonprofit partners, states and communities across the nation to ensure that more low-income children succeed in school and graduate prepared for college, a career and active citizenship. The GLR Campaign focuses on an important predictor of school success and high school graduation—grade-level reading by the end of third grade. The GLR Campaign's goal: By 2020, a dozen states will increase by at least 100 percent the number of children from low-income families reading proficiently by the end of third grade.

With that goal in mind, the GLR Campaign will seek "wins" in the form of (1) broad-based support for and investment in "on track" child development, learning and literacy across the early years and early grades; (2) widespread community engagement, civic action and citizen service to find and implement community solutions to barriers to student success; and (3) local, state and federal policy reforms to strengthen, scale and sustain improved child outcomes and school success for children in low-income families.

The "stake in the ground" message has resonated with a broad cross-section of public officials, civic leaders and active citizens.

- Governors — including Democrats and Republicans — also are putting a "stake in the ground" on grade-level reading by the end of third grade.
- Mayors and school district leaders too are making grade-level reading a priority. In June 2012, the U.S. Conference of Mayors unanimously passed a resolution calling on mayors to launch campaigns combating chronic absence. Cities of Service, a bipartisan coalition of 100 mayors representing more than 49 million Americans, has developed the Third Grade Reads Blueprint. Superintendents are lining up to sign on to the Make Every Day Count Call to Action, a recently announced initiative to improve student attendance and reduce chronic absence.

For further information, please visit www.gradelevelreading.net

Follow us on Twitter: @readingby3rd

There being no further business Councilman Dunn motioned to adjourn, seconded by Councilman Paramore, and the meeting was on motion duly adjourned at 5:23 PM.

John H. Witherington
Council President

ATTEST:

Alton E. Starling, Clerk/Treas.