

EXECUTIVE SUMMARY



Yale SCHOOL OF MANAGEMENT

CEO SUMMIT

The Ins and Outs of Infrastructure:

Getting from Here to There

Mayors College | June 3, 2021

LEADERSHIP PARTNERS



Yale SCHOOL OF MANAGEMENT

Chief Executive Leadership Institute

Agenda

Welcome and Overview: **Jeffrey A. Sonnenfeld**, Senior Associate Dean, Yale School of Management
Richard Blumenthal, United States Senate, State of Connecticut

Rise of the Rest

Steve Case, Founder & Former CEO, AOL; Chairman & CEO, Revolution

Economic Development & Infrastructure

G.T. Bynum, Mayor, Tulsa OK
Ronald Kirk, Mayor (1995-2002), Dallas TX
Brandon M. Scott, Mayor, Baltimore MD
Steve Adler, Mayor, Austin TX
Byron W. Brown, Mayor, Buffalo NY
Libby Schaaf, Mayor, Oakland CA
Luke A. Bronin, Mayor, Hartford CT
David R. Martin, Mayor, Stamford CT
Jeff Williams, Mayor, Arlington TX
Will Joyce, Mayor, Stillwater OK
Jim Brainard, Mayor, Carmel IN
Brigitte Peterson, Mayor, Gilbert AZ
Quenton D. Lucas, Mayor, Kansas City MO

RESPONDENTS

Richard J. Berry, Mayor (2009-2017), Albuquerque NM
Madeline Rogero, Mayor (2011-2019), Knoxville TN
Linda Gorton, Mayor, Lexington KY
Harry LaRosilliere, Mayor, Plano TX
Farrah Khan, Mayor, Irvine CA
Frank Scott Jr., Mayor, Little Rock AR
Anne McEnerny-Ogle, Mayor, Vancouver WA
Kimbley Craig, Mayor, Salinas CA
Tim Mahoney, Mayor, Fargo ND
Cassie Franklin, Mayor, Everett WA
Jon Mitchell, Mayor, New Bedford MA
John Hamilton, Mayor, Bloomington IN
W. Reed Gusciora, Mayor, Trenton NJ
Bryan K. Barnett, Mayor, Rochester Hills MI
Kevin M. Scarpatti, Mayor, Meriden CT
Christina Muryn, Mayor, Findlay OH



Health, Safety & Infrastructure

Greg Fischer, Mayor, Louisville KY
Mitchell Landrieu, Mayor (2010-2018), New Orleans LA
Trey Mendez, Mayor, Brownsville TX
Bill Peduto, Mayor, Pittsburgh PA
Victoria Woodards, Mayor, Tacoma WA
Lucy Vinis, Mayor, Eugene OR
Jim Strickland, Mayor, Memphis TN
Svante Myrick, Mayor, Ithaca NY
Tim Keller, Mayor, Albuquerque NM
Satya Rhodes-Conway, Mayor, Madison WI
Amy Goodwin, Mayor, Charleston WV
Buddy Dyer, Mayor, Orlando FL
Jane Castor, Mayor, Tampa FL
Levar M. Stoney, Mayor, Richmond VA

RESPONDENTS

Tom Tait, Mayor (2010-2018), Anaheim CA
Jenn Daniels, Mayor (2016-2020), Gilbert AZ
Brandon Whipple, Mayor, Wichita KS
Leirion Gaylor Baird, Mayor, Lincoln NE
Lily Mei, Mayor, Fremont CA
Adrian Perkins, Mayor, Shreveport LA
James B. Hovland, Mayor, Edina MN
Chris Rogers, Mayor, Santa Rosa CA
Stephen K. Benjamin, Mayor, Columbia SC
Andy Schor, Mayor, Lansing MI
Kenneth D. Miyagishima, Mayor, Las Cruces NM
Jim Donchess, Mayor, Nashua NH
Emily Larson, Mayor, Duluth MN
Joseph Curtatone, Mayor, Somerville MA
Elizabeth B. Kautz, Mayor, Burnsville MN
Steve Williams, Mayor, Huntington WV

The Ins and Outs of Infrastructure: Getting from Here to There

Overview

The 2021 Yale Mayors College, led by Jeffrey Sonnenfeld, Senior Associate Dean at the Yale School of Management and Founder and President of the Yale Chief Executive Leadership Institute, brought together more than 50 mayors from across the country to discuss significant challenges and share successes related to economic development and safety.



Jeffrey A. Sonnenfeld, Senior Associate Dean for Leadership Studies, Yale School of Management; Founder and President, Yale Chief Executive Leadership Institute

It has been a challenging year for cities and mayors, with the pandemic, the recession, issues surrounding racial inequity, and gun violence. Yet, mayors are pragmatic, get-it-done optimists. Mayors recognize that everything is intertwined: public safety, infrastructure, and economic development. They are simultaneously focused on all three areas, knowing that a safe city with good infrastructure attracts talent and capital, which drives economic development.

Opening

Jeff Sonnenfeld opened the Mayor's College by referencing Benjamin Barber's book *If Mayors Ruled the World*. Barber wrote that while nations appear to be paralyzed, modern cities are incubators for problem solving. Mayors are apolitical pragmatists, innovators, and collaborators.

Senator Blumenthal commended mayors as heroes who have "led from the front" during the crisis of the past year. He believes that mayors should be upbeat because he anticipates major infrastructure funding in the near future. Senator Blumenthal argued that the country needs major investment in infrastructure and the majority of the country supports such investments. He advocated for the American Jobs Plan, which makes significant investments in physical infrastructure as well as in human capital. He believes the Republican proposal of \$928 billion is not adequate and called for mayors to support President Biden's \$1.7 trillion plan.



Richard Blumenthal, United States Senate, State of Connecticut

As part of this investment, Senator Blumenthal supported the idea of restorative infrastructure for areas that are disadvantaged and have been left behind. He also supports decentralized decision making so there is flexibility in allowing states and cities to use funds as most needed.

Louisville Mayor Greg Fischer sees the American Jobs Plan, in conjunction with the previously passed Rescue Plan and Family Plan, as "fundamentally remaking the responsibilities of each other as citizens in this country." He sees it as among the most important legislation of the past century.

Rise of the Rest

Economic development needs to focus on new companies and startups.

Job growth in the US comes predominantly from new companies and startups that scale and add workers. This makes it essential that cities and communities plant the seeds for the future by creating an environment where people want to live and work, and where entrepreneurs start new businesses. Cities that attract entrepreneurs and talent also attract capital.



Steve Case, Founder & Former CEO, AOL; Chairman & CEO, Revolution



While 75% of venture capital goes to just three states—California, New York, and Massachusetts—Steve Case is working to change that. His organization has invested in 180 companies in 80 cities and has published the [Rise of the Rest Ecosystem Playbook](#) (shown below), which shares best practices about supporting startups, with long-term positive effects for cities and regions.



Soon-to-be-enacted legislation will provide funding for 20 regional hubs. Mayors can work together in their regions to create and participate in such hubs. In addition, a silver lining from the pandemic has been that it has shown that people can live and work productively anywhere, not just on the coasts. This bodes well for spurring economic activity in communities across the country.

“We’re finding out that people in America are not necessarily going to want to live on the East Coast and the West Coast. There is a huge amount of innovation and beauty and greatness in interior cities.”

—Mitchell Landrieu, Mayor (2010-2018), New Orleans, Louisiana



Mitchell Landrieu, Mayor (2010-2018), New Orleans, Louisiana

Health, Safety & Infrastructure

Mayors support greater investment in infrastructure and think of infrastructure broadly to include human infrastructure.

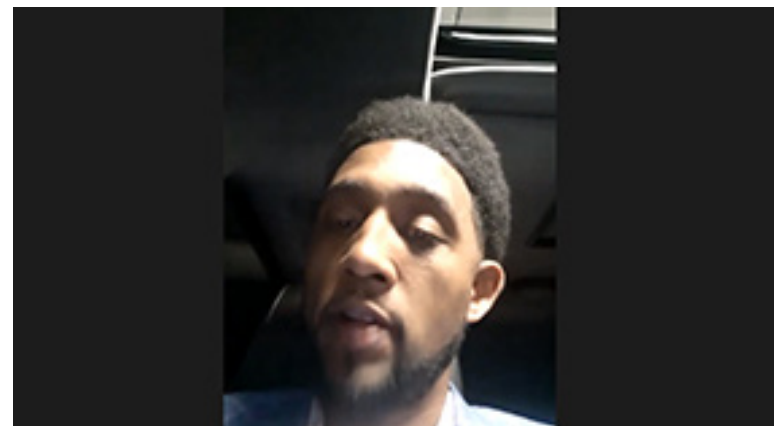
Several mayors described the urgent need for increased infrastructure investment. In Memphis, a crack in a major bridge will take weeks or months to repair and will have a significant economic impact. Mayor Jim Strickland said, “This is an example of why we need an infrastructure bill.” Fixing America’s crumbling roads and bridges requires significant investment.



Jim Strickland, Mayor, Memphis, Tennessee

Beyond roads and bridges, Mayor Strickland believes the infrastructure bill must include funding for broadband, which has become as necessary as electricity. Increased broadband funding is not just an issue in rural areas, as many cities are devoid of necessary broadband and need massive infusions of money to build robust broadband networks.

Mayors also see a city’s infrastructure as including workforce skills. Baltimore Mayor Brandon Scott sees the need for greater investment in workforce training so individuals who live in cities will have the skills and opportunities to work on the infrastructure-related projects.



Brandon M. Scott, Mayor, Baltimore, Maryland

Following the Mayors College—as part of the Yale CEO Summit—Secretary of Transportation Pete Buttigieg shared the perspective of many mayors about the need for significant investment in infrastructure. He views infrastructure broadly, including physical, technological, and human infrastructure. He sees the current moment as a once-in-a-lifetime opportunity to strengthen the country’s infrastructure for the next century to ensure that America wins the future.



The Honorable Pete Buttigieg, 19th US Secretary of Transportation

Mayors are leading on actions to improve the health and safety of their communities, with a particular focus on modernizing policing.

As cities come out of the pandemic, they are focused on recovery. In many cities, this requires addressing crime while advancing social justice and addressing racial inequity. Several mayors shared short recaps of priorities and initiatives in their cities.

- **Orlando.** Orlando has proactively undertaken a top-to-bottom review of all policies, especially related to its police department. The goal is to create a data-driven, transparent police force.



Buddy Dyer, Mayor, Orlando, Florida

- **Lexington.** Lexington, Kentucky has hired six new police officers and adopted body-worn cameras that automatically start if a weapon or taser is drawn. The city has increased its emphasis on community policing programs and has engaged a local hip hop artist to lead a program focused on youth violence.



Linda Gorton, Mayor, Lexington, Kentucky

- **Findlay.** The community in Findlay, Ohio pushed back against police having body cameras, but this objection was overcome when the community understood that officers wanted body cameras to help root out bad apples.

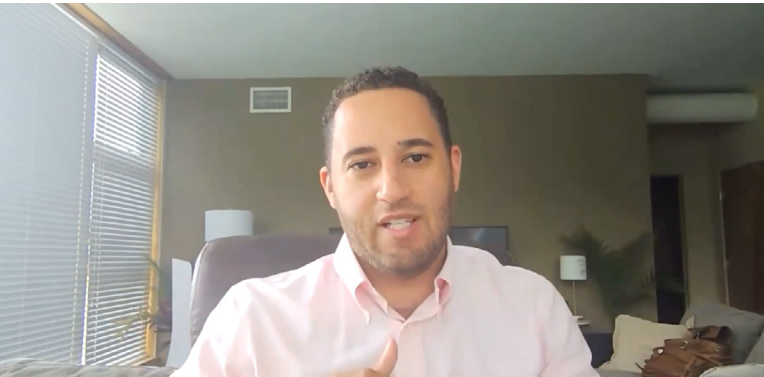


Christina Muryn, Mayor, Findlay, Ohio

“What we’ve realized is that every aspect of our community is intertwined and ultimately creates an environment for strong economic development. If you don’t have safe communities, if folks don’t have food security, they’re not going to be able to get a job and maintain nice neighborhoods. If you don’t have nice neighborhoods, you’re not going to attract investment.”

—Christina Muryn, Mayor, Findlay, Ohio

- **Ithaca.** In Ithaca, New York, the city is rethinking policing and public safety. This is in response to lack of trust in the police, not attracting the types of officers wanted, especially women and people of color, and because many police tasks are not related to law enforcement.



Svante Myrick, Mayor, Ithaca, New York

Deciding a fresh start was needed, Ithaca is creating a new Department of Public Safety and Community Solutions, led by a civilian. This new department has two divisions, an armed and an unarmed division. The city has decommissioned its SWAT vehicle, is no longer having police wear militarized uniforms, and is taking other actions to build trust. Some actions have hurt police morale, which was already in decline, but were seen as necessary to move forward. Mayor Svante Myrick optimistically summarized, “We can invest in a new system that bridges our divides if we start over.”

- **Eugene.** For more than 30 years, Eugene, Oregon’s CAHOOTS program has provided a mental-health-first response for crises involving mental illness, homelessness, and addiction. CAHOOTS is run by the police and funded through the police budget. CAHOOTS is part of Eugene’s approach of looking holistically at 21st-century policing.



Lucy Vinis, Mayor, Eugene, Oregon

Mayors from Santa Rosa, California, and Madison, Wisconsin, hailed Eugene’s CAHOOTS program and mentioned similar initiatives based on Eugene’s success. In Santa Rosa, 15% of all police calls now receive a mental health response from a trained social worker, not a police response.

- **Buffalo.** Buffalo, New York, has created a behavioral health team that responds to mental health calls. These calls are diverted from the criminal justice system to trained social workers who work in conjunction with members of the police department trained in crisis intervention. This team has responded to hundreds of calls with good outcomes and no incidents.



Byron W. Brown, Mayor, Buffalo, New York

- **Tacoma.** In Tacoma, Washington, the city is piloting a guaranteed income program called “Springboard to Opportunity,” which provides 100 families with \$500 a month for a year to supplement their wages.



Victoria Woodards, Mayor, Tacoma, Washington

Mitch Landrieu commended the many mayors and cities that are reimagining policing, which he views as necessary to restore trust in the police. These reimagining efforts must reconsider who is hired, how they are hired, and how they are trained, supervised, and held accountable.

Louisville Mayor Greg Fischer, in commemorating the fifth anniversary of Muhammad Ali’s death, offered an Ali quote as inspiration to his fellow mayors: “Impossible. Just a word thrown around by small men who find it easier to live in the world they’ve been given than to explore the power they have to change it. Impossible is not a fact, it’s an opinion. Impossible is potential. Impossible is temporary.” Mayor Fisher encouraged mayors to not view anything as impossible.



Greg Fischer, Mayor, Louisville, Kentucky