

Metropolitan Government of Nashville & Davidson County

Nashville's Dialogue on Race, Equity and Leadership

Update from September 2016 Event

Contents

Message from the Mayor 2

Community Empowerment 4

Criminal Justice 9

Diversity and Inclusion 13

Data and Information 19

Health Disparities 21

Housing 25

Immigrants, Refugees, and New Americans 29

Public Education and Youth 32

Public Safety 35

Workforce and Jobs 38

Message from the Mayor

In the face of troubling and tragic national events in 2016, former President Obama challenged cities in America to convene community conversations on race relations, justice, policing, and equality. Our city answered that challenge and launched Nashville's REAL (Race, Equity, and Leadership) process.

My goal was simple – bring the city together to turn conflict into meaningful conversations that result in action.

The first REAL conversation, facilitated by Lipscomb University's College of Leadership and Public Service, was held on July 23, 2016 with over 100 community organization leaders talking about their own – and their constituents' – life experiences related to race relations, social equity and the impact of the criminal justice system on their lives.

This July conversation formed the creation of "REAL Talk": A Forum on Race, Equity and Leadership, held on September 10 at the Music City Center. Close to 1,000 Nashvillians attended that session to discuss topics identified at the July event: community empowerment, criminal justice system, data/information, diversity/inclusion, health disparities, housing gentrification, immigrant and refugee/New American communities, public education/youth, public safety/policing, and workforce/jobs.

It was a meeting that brought together the public, Metro Government representatives, and community organizations. Individual input for that September meeting was substantial – hundreds of pages of notes from individual table discussions, consensus input from those tables, and then topic report-outs.

This document is a posting of the 10 topic report-out recommendations with contextual narrative and a timeline listing what activity has occurred in the year since September 10. There's also an appendix for each topic that *combined* is a listing of the more than 600 comments that were transcribed in response to these questions posed at each table:

- What else do you want/need to better understand these issues? What information would be useful for designing solutions? Hold folk accountable for positive change?
- Where do you see Nashville in 3 months? Next year?

My staff and Metro department representatives have responded to each item with a status related to the comments, what that status means, and the inclusion of resource links for more information or action on that comment.

As separate planning processes were underway, we did not address transportation and mobility as issues during the September REAL event. These two issues permeated the 10 topics that were discussed and are addressed with updates and resources as well.

As we look at the one-year anniversary of the “REAL Talk” and the discussions that are occurring not only in Nashville but throughout the nation, I am more appreciative of the dialogue we had a year ago and the work that Metro and the community have done together since that time to address the core issues identified in REAL. We hope that this document will educate and empower each of us to be involved in continuing and/or creating new actions that address these issues in our community.

What is posted here is by no means exhaustive of all that is happening in Nashville – which is a testimony to the vitality and compassion of our city – but it can provide initial steps for further action.

The outcome of “REAL Talk” serves as a basis of much of our work within my office and Metro government. Government cannot address these issues alone – the most powerful message that came out of the REAL conversations last year was that we ALL must work together to ensure that our city grows in a way that makes us proud to be who and where we are.

Kind regards,

A handwritten signature in cursive script, appearing to read 'Megan Barry', written in a light grey or blue ink.

Mayor Megan Barry

Community Empowerment

Report Outs/Recommendations

- Implement community outreach efforts
- Gather community input in decisions
- Bridge the gap in communities in health and socio-economic barriers
- Ensure government accountability and transparency
- Ensure open communication about race, equity, and education
- Create a common vocabulary regarding race and equity
- Create schools programs focused on appreciation for race
- Create a community action plan
- Study best practices/successes for similar cities across the country
- Apply racial lens to government decisions/actions

Response

As Nashville continues to grow and prosper, it is critical that ALL communities have the opportunity to experience that prosperity — and that means engagement and empowerment. Feedback from the REAL dialogue clearly shows that participants desire a greater level of input into Metro decision-making. This extends to personal empowerment as well, with participants mentioning the need for supports for ongoing education and credentials, small business and entrepreneurship, and financial literacy and access. Metro has a variety of public-private initiatives underway to meet these needs.

When a decision is made affecting a community, residents should be empowered to engage in the decision-making process. Whether a land-use decision, the consideration of a new Metro ordinance, or guidance about a new Metro initiative or program, community voice and input are critical elements of the governance of a 21st-century city. Metro's structure of community boards and commissions provides a helpful platform for citizen leadership, but we must be intentional about recruiting across our diverse communities and areas of expertise. Community engagement must take into account the multitude of attributes found in Nashville's communities, employ a multitude of approaches, and be flexible. Effective community engagement will ensure that residents most impacted by social and economic challenges have a voice in designing and implementing solutions to those challenges.

REAL – Related Activities

Sept. 2016 – January 2017

- [Mayor’s Office of Neighborhoods and Community Engagement](#) has undertaken several initiatives to deepen community participation and leadership:
 - Nashville Shop Talks – Shop Talks took place once a month at a different barber, beauty, or coffee shop in the city. The REAL dialogue was continued on the grassroots level out in the community, taking the conversation and meeting people where they are to discuss a variety of topics.
 - Minority Civic Development Workshops – a partnership with the Urban League of Middle Tennessee’s Young Professionals, this series of events aims to develop civic leaders in the community while encouraging participation in government. At its initial meeting, participants learned how to serve Metro through boards and commissions, how companies can do business with Metro, and much more.
 - Nashville Reads – On September, Mayor Barry announced the selection of “March,” the graphic novel by Congressman John Lewis, as the official Nashville Reads selection for 2016. The first book of the “March” trilogy, much of it set in Nashville during the civil rights movement of the 1960s, is a compelling read that has a lot to teach about race, equity, leadership and other issues.
- Nashville Unites Meeting – Nashville Unites is an initiative founded by the late Francis Guess and Bishop Joseph Walker III after the incidents that occurred in Ferguson, Mo. The goal of Nashville Unites is to bring together various organizations and individuals that want to be part of the solution for racial equity. Those that participate in Nashville Unites will have the opportunity to work on strategy and policy recommendations on issues that impact racial equity. The current committees of Nashville Unites are working on framing policy recommendations from the [President’s Task Force Report on 21st Century Policing](#) (PDF), creating a new economy with new economic opportunities, and creating a community resource locator.
- Mayor Barry has met with university presidents and other university representatives to encourage them to use their faculty, staff, and students to conduct these important REAL dialogues throughout the city. Nashville is a center of higher education, and we will attempt to maximize those resources. This is a wonderful opportunity to see our entire university community come together, coordinate and collaborate.
- Multiple Metro planning processes were initiated/updated to increase transparency and access for the general public, including:
 - [NashvilleNext](#)
 - [nMotion](#)
 - [Plan to Play](#)

- [WalknBike Nashville](#)
- [Livable Nashville](#)
- [Housing Nashville](#)
- [FY 2017 Capital Improvements Budget](#)
- [Metro Social Services Community Needs Evaluation](#)
- [Nashville Civic Design Center's Shaping the Healthy Community](#)
- In September, Mayor Barry appointed the [Economic Inclusion Advisory Committee](#), chaired by former Tennessee Titans running back Eddie George and Dr. Shawn Joseph, Director of Metro Schools. Working with Mayor's Office staff, this Committee will deliver an action-oriented report to Mayor Barry in the fall of 2017. The group is charged with creating a "Nashville Vision" that helps empower low- and middle-income Nashvillians towards financial inclusion. The report focuses on three key areas: financial literacy, financial empowerment, and financial capability.
- Metro Budget Process — The [Citizens' Guide to the Metro Budget](#) gives citizens access to the budget for the Metropolitan Government of Nashville and Davidson County.
- [Public Investment Plans](#) (PIPs) are an innovative new way of approaching budgeting that has challenged Metro departments and agencies to think creatively about how they can collaborate on citizen-centered pilot initiatives. In 2017, Metro departments were encouraged to create interdisciplinary teams and partner with outside groups to develop proposals that address community priorities in the areas of education and youth, transit/infrastructure, affordable housing/homelessness, community and economic development, public safety, and central government operations.
- [MyCity Academy](#) Class of 2016 graduated 31 community leaders from 15 countries. MyCity Academy empowers New Americans to understand and participate in Nashville's government. More than 30 countries have been represented so far among MyCity participants since its launch in 2012. This program is the first of its kind in the nation.
- [Nashville Promise Zone](#) – Nashville is one of 14 urban communities designated as a federal Promise Zone by the U.S. Department of Housing and Urban Development. Vista/AmeriCorps team members were hired to lay the foundation for work in Nashville's Promise Zones. The Nashville Promise Zone is a collaboration between the Metropolitan Development and Housing Agency (MDHA), the Mayor's Office, and six implementation partners. The Promise Zone's mission is to foster intensive partnerships among Nashville organizations that serve high-poverty neighborhoods, improve the collective impact of their service, and address revitalization through collaborative efforts. Based on this mission, the Nashville Promise Zone partners will address six primary goals:
 1. Increase access to quality affordable housing
 2. Create jobs
 3. Increase economic activity
 4. Improve educational opportunities

5. Improve community infrastructure
6. Reduce violent crime.

February 2017 – August 2017

- hubNashville – Metro Government has been in the process of implementing a constituent response management (CRM) system, which will make it easier for residents to make and track requests for government services and interact with local officials. A public-facing web portal is anticipated to launch in the fall of 2017.
- May 2017: [KABOOM! Play Everywhere Project](#) on Jefferson Street was a model for community participation in the design of a new pocket park. The Nashville Civic Design Center worked with the community on the design of the park.
- [Open Data Portal 2.0](#) – Metro’s Chief Data Officer created a process for improving the city’s Open Data Portal. This work focused on improved governance, greater participation by departments inputting data sets, and updating the portal overall. To support this work, the CDO has convened a Metro Data Coordinators’ Working Group and conducted training for department staff to improve data quality and encourage data transparency.
- The Financial Empowerment Center continued to produce strong outcomes for a diverse client base. In August 2017, an [independent evaluation of the Nashville Financial Empowerment Center](#) found that even with very low incomes, free one-on-one financial counseling can generate financial improvements in the lives of Nashvillians. The FEC in Nashville has served over 7,000 Nashvillians since 2013 and helped them reduce their debt over \$6 million and increase their savings by nearly \$1 million. 65% of FEC clients identify as people of color (African-American and Latino/a) and are predominantly low- and moderate-income.
- [Opportunity NOW](#) – The Mayor’s youth summer and year-round employment initiative launched with various tools and mechanisms to help young workers start saving. Opportunity NOW partnered with local and national experts to integrate financial capability into the program. Through the Nashville Financial Empowerment Center, Metro provided youth financial coaches for peer-to-peer financial counseling with Opportunity NOW young workers. Additionally, the program partnered with Knowledge Bank, a Nashville-based financial literacy non-profit, to provide workshops and seminars. This partnership also included America Saves for Young Workers, a national organization, to champion and promote youth savings with a savings campaign throughout the summer.
- Metro’s [Capital Improvements Budget](#) went online and is more user-friendly. The Metro Planning Department is continually working to ensure that the Capital Improvements Budget (CIB) aligns with NashvilleNext, is more accessible and transparent, and is data-driven. The CIB is a planning tool to prioritize and coordinate investments in long-term, durable improvements. Capital improvements include Metro facilities and equipment, as well as infrastructure (capital investments that shape private activities, such as deciding where to live,

start a business, or invest). The Metro Planning Commission's role is most closely tied to infrastructure, which must be closely coordinated with land use regulations.

- Nashville Promise Zone Launch Party — On August 29, 2017, the Nashville Promise Zone celebrated the NPZ's first year of operation. The Launch Party was an event for guests to learn about the benefits of engaging with NPZ. Guests had the opportunity to participate in a data walk, an interactive forum for stakeholders to engage in conversations about current data findings.
- The Mayor's Office created the Offices of Resilience, Housing, and Transportation and Sustainability. These offices will have significant focus on expanding opportunity and equity in how Nashville plans and builds for the future. Erik Cole was named as Chief Resilience Officer; Adriane Harris was named Director of the Office of Housing, and Erin Hafkenschiel was named the Director of the Office of Transportation and Sustainability.
- Resilient Nashville — In March of 2017, the Mayor's Office and 100 Resilient Cities convened an [Agenda-Setting Workshop](#). This day-long event brought together 120 community stakeholders to engage in dialogue about Nashville's resilience priorities.

The workshop identified the following "shocks" for Nashville:

- Rainfall flooding
- Tornadoes and windstorms
- Cyber-attacks
- Extreme temperatures

The workshop identified the following "stresses" for Nashville:

- Lack of affordable housing
- Rising poverty and inequity
- Poor education quality
- Poor transportation network quality
- The [Office of Resilience](#) will work across city departments and the community to develop and implement policies and programs that ensure Nashville is ready to respond to disasters, whether economic or environmental.

Criminal Justice

Report Outs/Recommendations

- Hear the voices of the incarcerated and identify with them
- Help/change for the poor and marginalized—not just the rich
- Provide specific data for disparities in stops and arrests
- Understand that criminal justice is tied to education, poverty, etc.
- Ensure transparency in data
- Create a criminal justice system that is empathetic and restorative, not punitive and reactive
- Expanding community involvement in policy and procedures
- Implement better education and communication among criminal justice agencies
- Build trust through conversations
- Ensure fiscal transparency for criminal justice and youth facilities
- Collect/share data that reflects who is in these facilities
- Come up with ways for Metro Schools and juvenile justice system to reintegrate children in their communities
- Involve the community in the criminal justice system
- Remove recovery barriers and improve new action through criminal justice system

Response

With all of the reform efforts occurring nationwide, it is clear that issues exist within the criminal justice system. Overcrowding of jails and prisons, 60% of offenders driven by mental illness or substance abuse, a lack of quality diversion or re-entry programs and a growing disproportion of contact with lower-income individuals are all evidence of the type of inefficiencies that plague our criminal justice system. Reducing recidivism is a key component in reducing our overall crime rate and making sure every Nashvillians can feel safe in their community.

Nashville has taken steps by reducing the number of beds in Metro's new [Criminal Justice Center](#), adding Mental Health diversion, continuing support of the Drug Court diversion program, creating a program to address driver's license revocation and even working to start Restorative Youth Diversion in Juvenile Court. Metro's Juvenile Court has established Assessment Teams, a gang court, youth courts in our schools and numerous other new initiatives. These are needed innovations in our criminal and juvenile justice systems, but Nashville still has room for improvement.

Breaking down barriers to re-entry is one area where Nashville more to do. Preventing re-offenders is an obligation that every city should pursue in order to reduce recidivism. However, formerly incarcerated persons face issues of housing, employment, education and health. The services and support for this population need better coordination and help building capacity.

We have to tackle the school-to-prison pipeline by addressing discipline reform in our schools. However, there are challenges in any issues we try to improve. It is obviously not beneficial to have a student miss school due to suspension or expulsion without any attempt at behavior modification. However, it may not be fair to keep them in school and attempt to divert the same students without equipping the teachers and staff at each school with the tools and resources to provide the appropriate interventions. Additionally, public officials are reviewing our current money bail system to ensure that it is fair and equitable, promoting public safety while not unduly holding criminal suspects because they don't have the financial means to post a bond.

Not all of the reform needed in the criminal justice system is to promote diversion for every offender. There are clearly offenses that are severe enough to yield greater consequences. Every offender does deserve the opportunity to be rehabilitated or restored using the right interventions and methods, whether it is happening inside the jail or outside. Nashville needs to become more dedicated to this outcome.

REAL – Related Activities

September 2016 – January 2017

- Davidson County Juvenile Court Judge Sheila Calloway convened a group of representatives from several offices/agencies in the criminal justice system to go to Oakland, Calif., to research that city's efforts toward establishing a restorative justice diversion program in Juvenile Court. With the support of Mayor Barry, those efforts have become the foundation of a restorative youth diversion pilot in Nashville. The Restorative Youth Diversion Program is in the strategic planning phase, led by Juvenile Court. To date, there is a consensus on the types of cases that will be referred, and a working draft of the memorandum of understanding that spells out the referral mechanism and roles and responsibilities of the referring agency (at this time, the District Attorney's office) and the non-profit that will facilitate the cases. During the next stage, system partners and community-based organizations will strategically map and develop further details of Nashville's pilot Restorative Youth Diversion Program (RYD), including selecting the non-profit that will facilitate the cases, and the circle of other organizations that will serve to assist in the program. The program will be tailored to the Juvenile Court to address needs of the community through focus groups and conversations with formerly incarcerated youth, parents of justice-involved youth, crime victims, and others. In addition, during this

time, roles and responsibilities will be identified, and once the non-profit is decided upon, the working draft of the MOU will be finalized. Seed funding for the restorative youth diversion pilot was included and approved in the FY2018 budget.

- In September 2016, the Mayor appointed an Economic Inclusion Advisory Committee, chaired by Eddie George and Dr. Shawn Joseph. One thing being explored is the impact of criminal/civil fees, taxes and fines on low-income residents; report recommendations are due by September 2017.
- Mayor Barry reduced the number of beds in the new [Criminal Justice Center](#) design from 1012 to 756 – a 25 percent reduction – in order to reduce the daily population count in the facility and account for the percentage of people who should receive mental health diversion instead of incarceration.
- The first renderings of the new Criminal Justice Center were revealed by Metro General Services in October 2016. In addition to the reduced bed count, the concept featured a Mental Health Diversion wing with a separate entrance. This wing would allow for a more robust Mental Health Diversion program to be implemented.
- Metro's new Criminal Justice Center is scheduled to open in June 2019.

February 2017 – August 2017

- Mental Health Diversion – As part of Metro's operating budget process, a team led by the Director of Public Health, Dr. Bill Paul, proposed a Public Investment Plan (PIP) to answer the question, "What do we need to have in place in the next 3 years to serve our community and improve outcomes for people with mental illness in Nashville and Davidson County?" The [Community Mental Health Systems Improvement PIP](#) seeks to reduce the number of persons with mental illness in our jails. The Mayor proposed funding for the work of the working group led by the Health Department. The funding for the public investment plan (PIP) in the amount of \$427,537 for this effort was approved by the Metro Council in June 2017.
- [Restorative Justice and the Arts Public Investment Plan](#) – The Metro Arts Commission partnered with the Juvenile Court for a Public Investment Plan (PIP) that builds upon the concept of art as a proven tool that supports youth development and community resiliency. Many of the young people who find themselves in Juvenile Court or the Juvenile Detention Center have not had full access to explore the arts as a healing, economic or community tool.
- Davidson County Juvenile Court Judge Sheila Calloway created an Assessment Division, which focuses on building stronger positive relationships between the court, the child and the community. The primary purpose of the Assessment Division is early identification of the individual needs of children and families referred to Juvenile court and development of a confidential non-clinical assessment report with specific recommendations for intervention services to rehabilitate the child and family, while providing quality and reliable evidence-based assessments. The goal is to assess every child who enters the Juvenile Court system in an effort

to be more proactive in our approach to better serve the children and families of Davidson County. To accomplish this goal, Juvenile Court is exploring opportunities to increase the number of assessment specialists on this team. Funding to continue this work was proposed by Mayor Barry in April 2017 and approved in June 2017.

- Mayor Barry funded the Steering Clear driver's license revocation initiative of the Public Defender's office. Steering Clear is a driver's license diversion program that interrupts the harmful cycle of debt, arrest, and deeper debt created by the criminalization of driver's license violations and redirects criminal justice dollars Metro spends on those prosecutions to a program that helps restore driver's licenses and expands economic opportunities for individuals living in poverty or near-poverty.

Diversity and Inclusion

Report Outs/Recommendations

- Continue candid conversations where people are gathered
- Broaden media access
- Make communities safer
- Implement police accountability - offering training after incidents and debriefings
- Stop school-to-prison pipelines
- Focus on achievements and not negatives
- Better manage gentrification
- Create safer schools
- Ensure access to all in conversations
- Encourage people to vote

Response

Mayor Barry believes that diversity enriches our city, and that Metro Government should recognize and embrace the benefits that stem from our diversity. In April 2016, she selected Michelle Hernandez-Lane to serve as Chief Diversity Officer, later transitioning her to lead the Procurement Division of Metro Finance. The work to improve the diversity of Metro's overall workforce while cultivating a culture that provides employees with the technical and cultural skills to operate within a diverse organizational framework will continue to be led from the Mayor's Office by Ashford Hughes, Senior Advisor for Workplace, Diversity, and Inclusion, and Shannon Hall, Director of Metro's Human Resources Department.

The work towards a more diverse and inclusive government falls within three categories:

- Leadership: Metro Government and Mayor Barry are committed to making sure that representation in government reflects the population it serves.
- Business Diversity: Increase the opportunities for Metro Government to work with a diversity of suppliers through procurement of services.
- Workforce and Place Diversity: Work with the Mayor's Diversity Advisory Committee to increase the overall diversity of Metro's workforce.

REAL – Related Activities

Sept. 2016 – January 2017

- Following the REAL Dialogue, the Mayor’s Office adopted the following guiding principles in relation to diversity and inclusion:
 - Mission: Metro Government strives to reflect the diversity of the Nashville community in its hiring practices, contracting and economic development opportunities, and through the delivery of equitable programs, services, and policies by engaging best practice equity and inclusion techniques.
 - Vision: Metro Government is an inclusive organization that leverages diversity and fosters equity and inclusion in all aspects of how it functions, engages the community, and delivers services to residents.
- In addition to Metro’s [Statement of Non-Discrimination](#) and [Executive Order](#), Mayor Barry is committed to providing employees with a working environment that celebrates and encourages diversity; a diverse workforce better serves a diverse community.
- [Metro Human Resources](#) will work to improve the diversity of Metro’s overall workforce while developing a culture that provides employees with the technical and cultural competencies to operate within a diverse organizational framework and community
- Mayor Barry issued an [Executive Order](#) to reaffirm the [Diversity Advisory Committee](#) and appointed its 16 members to work with the Chief Diversity Officer to establish an agenda for increasing and celebrating diversity in Nashville.
- [Business Diversity](#): Metro Government seeks to procure from a diversity of supplier types. There are initiatives in place to support interactions with the city and business owners.
- [Workforce and Place Diversity](#): The Mayor’s Office works to increase the overall diversity of Metro’s workforce.
- The Metro Human Relations Commission (MHRC) supported the REAL Dialogue and completed an [analysis of the First Dialogue](#).
- MHRC also provides the following programs and events:
 - [ESL Map: Maps all of the English as a Second Languages classes throughout Nashville.](#)
 - [BabbLine: Phone Translation Platform for Limited English Proficient Parents of MNPS Students](#)
 - [Sow Nashville: Dedicated to developing a sustainable community garden and urban farm ecosystem](#)
 - Celebrate Nashville Culture Festival – October
 - Nashville Pride Festival – June
 - Martin Luther King, Jr. Day - January
 - Music City Iftar – during the month of Ramadan
 - Nashville Neighborhoods Celebration

- Food Day Celebration - October
- Human Rights Day Celebration - December
- Hack for Change – June
- Metro Arts Commission adopts [Cultural Equity Statement](#) and engages in cultural equity work as a major focus of their grantmaking and programming.
 - Metro Arts believes ALL Nashvillians should be able to participate in a creative life; and that the arts drive a vibrant and equitable community.
 - Cultural Equity embodies the values, beliefs, policies and practices that ensure that all people can fulfill their rights of cultural expression and belonging, participation, learning, and livelihood within the arts ecosystem.
 - This includes specific commitment to people who have been historically underrepresented in mainstream arts funding, discourse, leadership and resource allocation, including, but not limited to, people of color, people of all ages, differently abled people, LGBTQ people, women, and the socio-economically disadvantaged.
 - Specifically, Metro Arts will:
 - Commit to frequent and ongoing, agency-wide honest conversations about race, class, age, gender, gender identity, sexual orientation, age and income status.
 - Pursue formal and regular cultural competence training and discussions with staff, board, and volunteers.
 - Expand leadership and employment positions wherever possible with under-invested and under-represented communities.
 - Continually review and edit their grant and public art practices and policies to ensure that more under-invested and under-represented communities can compete equitably for artist commissions, grants and other financial investments. This will be ongoing with a view towards transformation of MAC programs and larger community systems.
 - Encourage the broader development of policies and practices that drive equity in Nashville.
- Metro Public Health Department – MPDH’s Strategic Plan 2015-2020 includes “Advance Health Equity” as an organizational goal. Healthy Nashville Leadership Council names “advance health equity” as one of three priority areas.
- Metro Public Health Department creates Health Equity Plan – “goal is to institutionalize and operationalize health equity within the health department as a whole, incorporating health equity in MPDH’s policies, procedures, programs, personnel, workplans, and additional outputs.”
- Juvenile Court – Davidson County Juvenile Court Judge Sheila Calloway convened a group of representatives from several offices/agencies in the criminal justice system to go to Oakland, Calif., to research that city's efforts toward establishing a restorative justice diversion program in Juvenile Court. With the support of Mayor Barry, those efforts have become the foundation

of a restorative youth diversion pilot in Nashville. The Restorative Youth Diversion Program is in the strategic planning phase, led by Juvenile Court. To date, there is a consensus on the types of cases that will be referred, and a working draft of the memorandum of understanding that spells out the referral mechanism and roles and responsibilities of the referring agency (at this time, the District Attorney's office) and the non-profit that will facilitate the cases. During the next stage, system partners and community-based organizations will strategically map and develop further details of Nashville's pilot Restorative Youth Diversion Program (RYD), including selecting the non-profit that will facilitate the cases, and the circle of other organizations that will serve to assist in the program. The program will be tailored to the Juvenile Court to address needs of the community through focus groups and conversations with formerly incarcerated youth, parents of justice-involved youth, crime victims, and others. In addition, during this time, roles and responsibilities will be identified, and once the non-profit is decided upon, the working draft of the MOU will be finalized. Seed funding for the restorative youth diversion pilot was included and approved in the FY2018 budget.

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civil rights movement of the 1960s, is a compelling read that has a lot to teach us about race, equity, leadership and other issues.

- Mayor Barry met with university presidents and other university representatives to encourage them to use their faculty, staff and students to conduct these important REAL dialogues throughout the city. Nashville is a center of higher education, and we will attempt to maximize those resources. This is a wonderful opportunity to see our entire university community come together, coordinate and collaborate.

February 2017 – August 2017

- Metro Public Health Department hires first-ever Health Equity Coordinator.
- [Mayor Barry appoints Michelle Hernandez Lane](#) as Purchasing Agent, charging her with increasing participation of small, minority, and women-owned businesses in competing for city contracts.
- As Chief Diversity Officer, Hernandez-Lane led efforts in the Mayor's Office to put in place strategies and tactics for Metro's workforce and leadership structure to reflect the diverse population of Nashville and Davidson County. In this position, she worked with Metro's Diversity Advisory Committee to identify and retain the services of the Kaleidoscope Group to be a resource for Metro in reviewing national best practices, using their considerable experience in this area to help better inform our decisions and design the practical tools and implementation plans that will move our city forward on diversity and inclusion within Metro Government.

Hernandez-Lane will work closely with Metro's Human Resources Director, Shannon Hall, and the Mayor's Senior Advisor for Workplace, Diversity, and Inclusion, Ashford Hughes, to continue the ongoing efforts to promote workforce and business diversity within Metro and the city of Nashville.

- Shannon Hall named director Metro Human Resources. Hall brings a wealth of experience in Metro government to the position. She is tasked with developing and implementing strategies for creating a more inclusive workforce while also ensuring that Metro's existing employees have a knowledgeable director who can connect them with the resources they need.
- Mayor's Office created the Offices of Resilience, Housing, and Transportation and Sustainability. These offices will have significant focus on expanding opportunity and equity in how Nashville plans and builds for the future. Erik Cole was named as Chief Resilience Officer; Adriane Harris was named Director of the Office of Housing, and Erin Hafkenschiel was named the Director of the Office of Transportation and Sustainability.
- Resilient Nashville - In March of 2017, the Mayor's Office and 100 Resilient Cities convened an [Agenda-Setting Workshop](#). This day-long event brought together 120 community stakeholders to engage in dialogue about Nashville's resilience priorities. Read the Agenda-Setting Workshop Report to learn more.

The workshop identified the following “shocks” for Nashville:

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- Cyber-attacks
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The workshop identified the following “stresses” for Nashville:

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 - Poor education quality
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- The Office of Resilience will work across city departments and the community to develop and implement policies and programs that ensure Nashville is ready to respond to disasters, whether economic or environmental.

Data and Information

Report Outs/Recommendations

- Collect accurate data
- Make data easily accessible
- Clearly communicate data
- Build a culture of data
- Ensure data is collected by credible and transparent methods
- Publicize collected data

Response

Mayor Barry is committed to data as an important government tool.

Metro's first Chief Data Officer, Robyn Mace, was appointed in July 2016 and is working to revise and revamp Nashville's Open Data Policy and Portal, with careful consideration of data governance. The Chief Data Officer has also convened a group of Metro Data Coordinators, comprised of departmental staff who meet with the CDO around data initiatives.

The Mayor appointed Metro's first Chief Strategy Officer in January 2017 with the responsibility of working with Metro departments to align work and frame measurable outcomes supported by data.

Nashville's Open Data Initiative was established in 2014. Mayor Barry's [Executive Order No. 32](#) established the goals and objectives of Metro's Open Data Policy, including the departments to be involved, the goals of providing the data to the public, and the guidelines for publication of that data.

While these efforts make data available to the public, they do not, however, organize it in meaningful ways for the average citizen. Metro's Open Data team works with the group Nashville Civic Tech and the broader community to develop applications using Metro public data assets, often integrating data from external sources for more complete and robust analyses. To support engagement with data-driven outcomes, Metro's Open Data team develops and delivers data management, analytics, and innovation skills training for employees, residents, students, and journalists to encourage extensive and effective use of data assets on Metro's portal.

REAL – Related Activities

September 2016 – August 2017

- Data from Metro departments can be obtained from the Nashville Open Data portal, Data.Nashville.gov. Mayor Barry signed the Metro Nashville Open Data Executive Order in February 2016 to empower the public to partner with its government.
- Data access is only one part of the equation of communicating information with the community at large. Metro Nashville is working on partnerships with groups such as Nashville Tech Council.
- [Connected Nashville](#) — a long-term strategy designed uniquely for our community that will advance shared goals and objectives through the use of technology and data. The project began as part of the [Smart City Challenge](#), a project of the U.S. Department of Transportation. Nashville did not make the final cut, but Mayor Barry saw the opportunity to continue the efforts by convening a committee to discuss how Metro can better integrate technology into infrastructure projects.
- Metro ITS is currently working with Socrata to implement Connect, a map-based portal product that simplifies combination and visualization of multiple data sets to assist employees and citizens in finding the answers they need through Open Data Portal. Implementation should be completed by fall 2017.
- Digital Inclusion Fund – Metro and partners launched a \$400,000 fund to bridge the digital divide in September 2015.
- [Anytime Access for All](#) is a collective impact public-private partnership that strives to ensure all Metro Nashville Public Schools families have:
 - a computing device that can be used both in and out of school,
 - low-cost internet access at home,
 - quality digital literacy training (both in-person classes and on-going self-directed content) and tools to enhance learning and engage families, and
 - Sustained support to allow them to take full advantage of these digital tools.
- [ConnectHome](#) is a collaboration between the Metropolitan Government of Nashville-Davidson County and the Metropolitan Development and Housing Agency (MDHA) of Nashville, in partnership with The White House and Department of Housing and Urban Development. ConnectHome Nashville will bring together local stakeholders to leverage existing digital resources and identify new resources for public housing residents living in Nashville-Davidson County.

Health Disparities

Report Outs/Recommendations

- Clearly integrate health equity and decision-making in Metro government
- Publicize health disparities found in communities
- Emphasize importance of communication as key to make changes to health/health equity
- Address social disparities of health and their contributing factors
- Address stress from racism as a major health issue in minority communities
- Provide reports that summarize what was discussed at REAL

Response

Health and illness are unsettlingly unfair. Feedback from the REAL Dialogue indicated that health disparities greatly plague some of Nashville's neighborhoods. While health insurance and medical care are important, opportunity and prosperity, or the lack thereof, often have a bigger impact on health and well-being. A person's birth ZIP Code can be directly tied to his or her life expectancy. Nashville is not unique in this, but our data are striking: Some neighborhoods in Davidson County have premature death rates four to six times higher than others. Neighborhoods with concentrated poverty tend to experience more stress, more violence, and fewer healthy choices and have worse health outcomes compared to affluent or mixed-income neighborhoods. Conditions in healthy and unhealthy neighborhoods have been shaped over the years by local policies and decisions that keep people segregated by race or income and do not always support the health and well-being of people who lived there. A number of factors can shape the health of a neighborhood, including the natural and built environment, access to healthy food, and access to places to be physically active. Adverse events and excessive stress in childhood also impact physical, mental, and emotional health of residents.

Health equity means creating conditions where everyone has a fair chance at a long and healthy life. As a community, we should aim to eliminate unfair and preventable differences in health wherever we can. Metro must focus on increasing access to healthy food and recreational opportunities in underserved communities and examining opportunities for increasing access to mental health services – in short, advancing health equity. By collaboratively incorporating health into decision-making across policy areas, we can more consistently create conditions in which all people have a fair chance at a long and healthy life.

REAL – Related Activities

September 2016 – January 2017

- January 2017- Nashville kicks off its Infant Vitality Collaborative, a collective impact learning group focused on reducing disparities in infant mortality between African American and Caucasian infants in Nashville. The collaborative funded by the Health Resources and Services Administration (HRSA) and the W.K. Kellogg Foundation has a mission to make Nashville the best place for babies to be born and thrive. After examining the data, the collaborative identified supporting women who had a previous pre-term birth as a priority and identified physical environments as an opportunity to make a difference. They are now developing strategies to create better, safe, supportive affordable housing opportunities for women enrolled in home visiting programs.

February 2017 – August 2017

- February 2017- The Mayor’s Office and Women’s Heart Alliance launches [Cities and Communities with Heart](#), Nashville - a first-of-its-kind initiative designed to combat women’s heart disease and stroke. Heart disease and stroke are the top killers of women in Davidson county; in fact, women are eight times more likely to die of heart disease and stroke than breast cancer. Yet most of the research on heart disease and stroke is conducted on men, even though women can have different symptoms and risk factors. Bringing greater awareness to women’s heart disease is a health equity issue. The initiative will focus in 5 areas:
 - Caring for the Caregiver - a program to improve cardiovascular health and reduce cardiovascular disease risk factors among nurses in Nashville's hospitals and health systems.
 - A clinical study on pregnancy complications and their link to cardiovascular disease risk factors.
 - A workforce health initiative through the Office of the Mayor to improve the heart health of female municipal workers.
 - A screening and prevention effort in collaboration with Tennessee State University to reduce cardiovascular disease and its risk factors in younger women.
 - A community initiative centered on one or more health centers and reaching African Americans and/or immigrant refugee women
- February 2017- Metro hires its first Adverse Childhood Experiences Prevention Coordinator at Metro’s Public Health Department. The Coordinator leads the work of the department and collaborates with the community to improve the health and well-being of individuals in Davidson County by addressing the public health crisis of Adverse Childhood Experiences

(ACEs) and corresponding medical, social, educational and economic costs to individuals and communities across the lifespan.

- April 2017- Mayor Barry hires the first Senior Advisor for Health and Wellness Policy in her office. This position is responsible for designing and implementing Mayor Barry's health agenda for Nashville. From April to August, the Senior Advisor has convened community stakeholders around several issues impacting health equity in Nashville, such as increasing access to healthy food in underserved communities, ending the HIV epidemic and combating women's heart disease and stroke.
- May 2017- Metro Public Health Department and Nashville Health hosted Let's Talk Data: Featuring 500 Cities. 500 Cities is a data project of the Centers for Disease Control and Prevention (CDC), the CDC Foundation and the Robert Wood Johnson Foundation. Nashville is one of 6 Tennessee cities selected to be a part of this initiative. Data is available for over 100 health and health behavior indicators at the census tract level in Nashville, with the recent interactive mapping portal open as of March 2017. It is a promising tool to better assess health disparities among communities at the census tract level, such as prevalence of chronic disease as well as health behaviors that include prevalence of smoking, activity levels, and intake of fruits and vegetables.
- June 2017- Metro Public Health Department hires its first Health Equity Coordinator. MPH D's Health Equity Coordinator is focused on a three-tiered approach to health equity. First, the position is focused on institutionalizing and operationalizing health equity within MPH D by incorporating health equity within the department's personnel, policies, programs, procedures, work plans and any additional outputs. The coordinator will increase awareness of health equity, create and implement organizational processes to institutionalize equity, increase organizational capacity to drive equity efforts, and create measures to monitor progress and impact of equity work. Second, the coordinator will work alongside Metro departments to incorporate equity-related efforts in their own departments (e.g. Health in All Policies workgroups). Lastly, the coordinator will work within the community to address equity throughout Metro Nashville (e.g. Healthy Nashville Leadership Council).
- After the REAL dialogues, Metro departments went to work to put equity into action. Metro Planning and Metro Public Health, through the Health in All Policies framework, saw an opportunity to bring an equity lens to the Capital Improvement Budget (CIB) process. Any capital improvement that Metro makes must be included in the CIB. However, inclusion in the CIB does not guarantee funding. It only lays out what Metro can spend money on. Each year, the Planning Commission submits a list of recommended capital improvements necessary or desirable to be constructed during the next six years, arranged by year and in order of preference.

Previously, the Planning Commission prioritized projects based on:

- Immediate legal, health, or safety needs;
- Ongoing projects;
- Ensuring ongoing maintenance, preferably in line with a plan to adequately maintain existing facilities and infrastructure; and
- Alignment with NashvilleNext, the General Plan for Nashville and Davidson County;

This year, however, in addition to the priorities listed above, Metro Planning and Metro Public Health constructed a disparity index for each plan submitted for FY18 (March 2017) and awarded points within an area called “Ensuring Opportunity for All.” This index is proving to have statistical significance among the projects submitted, and city leaders will have to think about the health equity aspect of their submissions going forward in order to ensure the points, and possibly, their project’s likelihood of completion.

Housing

Report Outs/Recommendations

- Build, create and preserve city's affordable housing
- Concern for vulnerable populations affected by gentrification and re-evaluations
- Increase wages to keep up with rising costs
- Address zoning issues and lack of information
- Explore rent control
- Provide implicit bias training
- Provide access to information on affordable housing, zoning, changes in neighborhood
- Plan metrics for how we will move forward
- Call for Mayor's action on accountability to monitor progress and response
- Address effects of gentrification on entire community
- Expand conversation

Response

As Nashville changes and grows, costs — for those who live here or are moving here — are rising in many areas. Nowhere is this more profound than in housing, where increasing demand for rental and homeownership opportunities in Davidson County has made it difficult for many residents to stay here. Nearly one out of four Nashville homeowners is cost-burdened, meaning they are paying more than 30 percent of their income on housing. Almost half of Nashville renters are cost-burdened, including more than 70 percent of low-income renters.

Housing cost burden has an impact on our local economy. Because so many households are spending too much on housing, they have to cut back on other expenses and are unable to spend their hard-earned dollars elsewhere in our local economy. This amounts to a \$345 million impact annually, meaning that over \$345 million would be recirculated into Nashville's local economy if families were not experiencing housing cost burden and spending more than 30 percent of their income on housing.

[The Mayor's Office of Housing](#) seeks to increase housing affordability countywide using data-driven policy and innovative development tools including the Barnes Housing Trust Fund, Housing Incentives Pilot Program, general obligation bonds, tax abatement, nonprofit capacity-building, the creation of a community land trust, and the donation and development of Metro-owned properties. The Barry administration is committed to targeting affordable housing resources in the neighborhoods where they are most needed. We now have over 500 rental, homeownership, and rehabilitation units

entering or being preserved in the market. With these tools and others, there are over 1,900 affordable and workforce housing units preserved, planned, or under construction since Mayor Barry took office.

Mayor Barry knows that Nashville needs more income diversity within neighborhoods and strongly encourages a YIMBY approach – or “yes in my backyard”.

REAL – Related Activities

Sept. 2016 – January 2017

- [Barnes Housing Trust Fund](#) — In 2013, Metro Nashville created its first housing trust fund to leverage affordable housing developments countywide. The Barnes Fund makes competitive grants to nonprofit housing developers to increase affordable housing options for Nashvillians.
 - As a Council Member At-Large in 2013, Mayor Megan Barry co-sponsored legislation that created Metro Nashville's first housing trust fund to leverage affordable housing developments countywide.
- In January 2017, an additional \$5 million in funding was made available through the sale of the old convention center and is being allocated through a Spring Innovation Round of funding for non-profit developers.
- In April 2016, Mayor Barry committed to increasing the funding of the Barnes Fund to \$40 million over the course of four years, with an annual commitment of \$10 million — the largest investment to date.
- To date, the Barnes Fund has invested over \$14 million in affordable housing and leveraged over \$50 million with federal and private funding sources, funding more than 500 housing units.
- The fall 2016 round of Barnes awards will result in 381 new affordable units being created by 5 non-profit agencies.
- For the first time, the Barnes Fund provided funding for homeowner rehabilitation to Rebuilding Nashville Together.
- In addition to awarding funds to nonprofit developers, the Barnes Fund donates Metro-owned property to nonprofit applicants. 17 Metro-owned properties were donated in the 2016 fall round of funding.
- [Housing Incentives Pilot Program](#) — The Mayor’s Office and the Metro Council created the Housing Incentives Pilot Program (HIPP) in 2016. HIPP is designed to motivate private developers to incorporate affordable and workforce units into their apartment, condo, or housing developments. This voluntary program encourages more mixed-income housing, primarily in the urban core and along major pikes and transportation corridors where it is needed the most.

- 12th and Wedgewood Workforce Project — In April 2016, Mayor Barry announced the first private-public partnership on Metro-owned property at the intersection of 12th Avenue South and Wedgewood Avenue. Metro will maintain ownership of the land, and the developer plans to construct 170 workforce housing units with rents ranging from \$750 to \$1500.
- The redevelopment proposal for Greer Stadium, former home of the Nashville Sounds baseball team, will also include affordable and workforce housing units.

February 2017 – August 2017

- Mayor Barry's [Housing Nashville Report](#) was released in the Spring of 2017. The report provides benchmark data to measure success, an annual report, and an action plan for each year. Priorities focus on how Metro Nashville can fund, build, preserve, and retain affordable housing options.
- The Mayor's Office of Housing will utilize this report to set housing policy initiatives and funding priorities each year, allowing the city to track benchmark data and progress. Ultimately, these efforts seek to ensure access to affordable and workforce housing options near transportation and employment opportunities, creating quality of life for all Nashvillians.
- The Mayor's Office of Housing is meeting with local stakeholders throughout the summer 2017 to discuss the Housing Nashville report and receive input on policy recommendations and funding priorities.
- [Nashville Teacher Housing](#) website – In an effort to support teachers who want to live and work in Davidson County, Mayor Barry, working with Alignment Nashville and Metro Nashville Public Schools, launched the Nashville Teacher Housing website as a resource for educators in Davidson County to find access to more affordable housing options. This partnership with local area developers and apartment managers encourages discounts and other special offers for teachers, while providing a one-stop shop for information related to financing, purchasing, or renting more affordable housing.
- The Mayor's Office is developing a tracking system for income-based housing development using Metro investment. Zoning is currently tracked by the Planning Department with the [Development Tracker](#) mapping system.
- The Mayor's Office is developing a tracking and monitoring system that tracks progress and outcomes. To date, over 1,900 income-based housing units are either under construction, available, or have been preserved through local programming.
- In the 2017 State of Metro Address, Mayor Barry announced the launch of a new program to allow Metro to offer expedited property tax abatements to incentivize developers to build affordable units and rehab existing units.
- General Obligation Bonds — In the FY17-18 Capital Spending Plan, Mayor Barry proposed allocating \$25 million in general obligation bond funds to acquire and rehabilitate existing

multi-family rental units, as well as adaptively reusing buildings and developing housing on Metro-owned properties. The Metro Council approved the proposal.

- Barnes Fund Nonprofit Capacity-Building – The Barnes Fund created a capacity-building program designed to strengthen the management capacity of local nonprofit developers, with a focus on affordable housing finance and development. This program includes an organizational assessment, tailored technical assistance, and cohort-based trainings that explore the development process, financial analysis, and structuring needed to successfully develop and finance affordable housing developments.
- Community Land Trust — The Barnes Fund is in the process of identifying a partnering organization to form Nashville’s first Community Land Trust (CLT). A CLT is an organization that maintains control and oversight of its affordable housing resources through ownership of land.
- Metropolitan Development and Housing Agency (MDHA) released the [Assessment of Fair Housing](#).
- First new construction of the [Envision Cayce](#) project opened in the summer of 2017. Barrett Manor, a new building with 70 one-bedroom units, is the first new addition of public housing in Davidson County in 18 years and the first new residential building of Envision Cayce.
- Nashville Promise Zone Launch Party — On August 29th, the Nashville Promise Zone celebrated the NPZ’s first year of operation. The Launch Party was an event for guests to learn about the benefits of engaging with NPZ. Guests also had the opportunity to participate in a data walk, an interactive forum for stakeholders to engage in conversations about current data findings. Housing is a focus of the Promise Zone work.
- Resilient Nashville — In March of 2017, the Mayor’s Office and 100 Resilient Cities convened an [Agenda-Setting Workshop](#). This day-long event brought together 120 community stakeholders to engage in dialogue about Nashville’s resilience priorities. Read the Agenda-Setting Workshop Report to learn more. The workshop identified the following “shocks” for Nashville:
 - Lack of affordable housing
 - Rising poverty and inequity
 - Poor education quality
 - Poor transportation network quality
- The [Office of Resilience](#) will work across city departments and the community to develop and implement policies and programs that ensure Nashville is ready to respond to disasters, whether economic or environmental.
- The State of Tennessee prohibits local jurisdictions to control rents. There are several programs that allow for income-based and restricted housing development.

Immigrants, Refugees, and New Americans

Report Outs/Recommendations

- Implement system changes to suit the educational needs of diverse backgrounds
- Provide adequate teacher training
- Provide a greater voice and role for immigrants in business, education and government
- Address existing language barriers that prevent people from knowing about government services
- Add more resources for integration into the community
- Create access for learning
- Continue the conversation

Response

Mayor Barry's [Office of New Americans](#) exists within the Office of Neighborhoods and Community Engagement with the purpose of connecting this city's New American population to the population at large. The vision is to help New Americans feel comfortable interacting within their neighborhoods and communities in order to help create a bridge of intercultural exchange, which in turn will make our city richer and stronger. Furthermore, the Office of New Americans promotes civic engagement through the [MyCity Academy](#) program designed to help rising New American leaders understand how Metro Government operates and how they can access opportunities, services, career paths, information, and how to interact with the legislative body of the city, the Metro Council. The program also inspires unity and understanding between constituents of different backgrounds.

The Mayor's Office of New Americans works with other Mayor's Office representatives as well as other community entities, agencies, and established systems to ensure New American causes and opportunities also get taken into consideration, just like all the other pockets of populations, during the decision-making process for the city.

In addition, the Mayor's workforce and New Americans staff are exploring pathways to connect/adapt the education and skills of immigrants to existing careers and jobs in Nashville.

The Mayor's Office of New Americans also works with national agencies and certain branches of the federal government whose purpose is to help New Americans find resources, opportunities, and pathways to success in order to help fuel communities to move forward in unity.

REAL – Related Activities

Sept. 2016 – January 2017

- A new MyCity Academy class with 33 participants graduated in October 2016 after attending 7 full sessions and learning all about Metro Government and its departments, as well as learning from other participants.
- A new group of Parent Ambassador volunteers were trained to start a new year of connecting New American parents to the appropriate resources or contacts within MNPS or outside agencies working to help all students be successful.
- United States Citizenship and Immigration Services (USCIS) conducted its fall visit and connected with many New American groups who had not been exposed to their Community Resource Officer or the information available to become a United States citizen.
- Promoted Metro Nashville's Job Fair at Southeast Community Center and had a very successful turnout from the New American community members. 300 people attended the Job Fair.
- The Nashville Gateways for Growth process for community input continued by engaging subject area experts, community leaders, and neighbors in discussions about the best way to ensure Nashville has a sustainable plan to provide true access to services and opportunities while creating unity among community members of different backgrounds.

February 2017 – August 2017

- The 2017 application process for MyCity Academy started in January and led to a new class of 35 participants representing 21 countries of origin. These rising New American leaders have attended six sessions from March through August and will attend the final session in September 2017. All participants who complete the upcoming session will then participate in a beautiful graduation ceremony in early November.
- The Nashville Gateways for Growth process wrapped up after months of community input and work from the Mayor's New Americans Advisory Council to turn the input into a strategic plan. An executive summary is up on the MONA webpage, and updates on the progress of the foundational work and partnerships to ensure the sustainability of the plan will be released periodically through the website.
- Engagement of New Americans in multiple Metro departments' planning processes in order to bring New American voices to decision-makers.
- Promoted the Seat at the Table minority outreach event to help New Americans learn more about serving on Metro boards and commissions.
- Connected USCIS regional office representatives with New American community leaders to create new opportunities for New Americans to learn from and connect with USCIS in regards to their options when needing help with their case and applying for U.S. citizenship.

- Persuaded USCIS to create a USCIS office in Nashville so that New Americans do not have to travel to Memphis to interview for citizenship. The Nashville office will be open by March 2018.

Public Education and Youth

Report Outs/Recommendations

- Redefine purpose of education to focus on positive relationships
- Be transparent
- Communicate
- Empower and affirm student voices
- Create an accountability pipeline system for families, teachers, school, board, central office and state
- Put students first
- Give teachers time for meaningful relationships in classrooms
- Ensure policies and initiatives are driven by qualitative and quantitative, transparent data
- Engage families

Response

Mayor Barry is committed to Nashville's youth and to giving them opportunities at different points in their lives and careers for success.

As outlined in the Mayor's *High-Quality Start for All Roadmap*, this focus starts with an early "fair start" as she works to ensure that every young person in Nashville gets a fair start, regardless of family income, neighborhood, English language proficiency, or parents' educational attainment. The Mayor is committed to ensuring that all 4-year-olds have access to high-quality Pre-K that lays a foundation that prepares them for success in school and life. A high-quality start for all means being clear about what research says are high-quality environments for 4-year-olds. It also means keeping families at the core, intentionally leveraging strengths across programs, and using data to identify where additional services and changes are most needed.

When youth enter the Metro Nashville Public Schools system, the 42nd-largest school district in the country with 88,000 students representing 120 different countries, Mayor Barry works with MNPS and other community leadership to make sure that each student in this large and diverse group receives a high-quality education that will prepare them for a successful life. She wants all students to have access to effective teachers and leaders, helping students continue their education after high school, and funding schools to meet the needs of curriculum, instruction, support services, and capital improvements. This work is accomplished with her partnerships with MNPS School Board and system

leadership and through the Nashville Teacher and Parent Cabinets. Students also have a voice through the Mayor's Youth Council.

The continuum of support for youth continues after school with the city's nationally recognized program, The Nashville After Zone Alliance (NAZA), which offers free, high-quality afterschool programs that provide academic support and creative outlets for over 1,500 MNPS middle school students. NAZA is a private-public initiative led by Nashville Public Library and the Mayor's Office.

And Mayor Barry has brought together private, non-profit and public support for creating jobs for Nashville's youth ages 14 – 24. The launch of Opportunity NOW in the summer of 2017 saw the creation of 11,000 intern and direct-hire job opportunities. 8,000 youth registered; 2,500 youth were in supported work, and over 300 employers participated. Opportunity NOW was an outcome of the March 2016 Youth Violence Reduction Summit that was chaired by Juvenile Court Judge Sheila Calloway and Criminal Court Clerk Howard Gentry. The 2018 summer focus of Opportunity NOW has already begun.

The Mayor continues her commitment to youth with her staff focused on myriad initiatives and projects. Her office also will be undertaking an update of Metro's Youth Master Plan in the late fall of 2017.

REAL – Related Activities

September 2016 – January 2017

- Dr. Shawn Joseph concludes his first round of Listen Learns that were part of his First 100 Days in office
- Mayor's Parent Cabinet launches in October, complementing the Teacher Cabinet that launched in March 2017
 - Nashville Parent Cabinet – a diverse group of MNPS parents who provide feedback to the Mayor's Office and the Nashville Public Education Foundation on various initiatives and strategies.
- Nashville Area Chamber's Education Report Card released in December, highlighting literacy as an area that needs drastic attention by the district
- Mayor creates the Early Childhood Education Working Group in January to develop a roadmap to universal high-quality Pre-K access in Nashville
- Nashville Literacy Collaborative formally announced in February

February 2017 – August 2017

- Alignment Pre-K-8th Grade Team (focus on literacy) launches in February 2017 (co-convened by Mayor's Office)
- Transition team for Dr. Joseph issues its final report in February
- Alignment Nashville Teacher Recruitment and Retention team launches in March 2017 (co-convened by the Mayor's Office)
- MNPS Strategic Plan adopted
- Dr. Joseph delivers his first State of Schools Address on April 10, 2017
- MNPS supports the creation and hiring of Literacy Teacher Development Specialists to work out of all of its schools to strengthen supports provided to teachers to work with students to increase literacy rates
- MNPS hires a Director of Literacy for Pre-K-4th grade to complement an existing Director of Literacy Interventions for Pre-K-4th as well as an existing Director of Secondary Literacy Nashville
- MNPS hires 4 community superintendents for the first time in April with the goal of enhancing the district's ability to support schools and better engage the community in supporting learning outcomes for students
- Nashville Teacher Housing portal launches in May 2017
- *High-quality Start for All: A Roadmap* for strengthening Pre-K and early learning opportunities for all Nashvillians launches in August 2017
- [Nashville Teacher Cabinet](#) – an initiative of the Nashville Public Education Foundation and Mayor Barry's Office, named the Cabinet which is composed of teachers with diverse teaching experience that elevates the voice of teachers in conversations with the Mayor's Office.
- The Mayor's Parents Ambassadors Program serves as a bridge between Metro Schools and Nashville's New American community. This trained volunteer group (currently 25) is paired with New American families new to Nashville schools to provide information and guidance at no cost to the families.
- Opportunity NOW- Mayor Barry's Opportunity NOW 2017 summer and ongoing direct hire youth (age 14 – 24) employment initiative launched and offered 11,000 paid youth opportunities. Opportunity NOW provided 11,000 internship and direct hire job opportunities, 8,000 youth registered; 2,500 youth were in supported work, and over 300 employers participated.

Public Safety

Report Outs/Recommendations

- Broaden role of police in communities (roles more than just arrests and crime)
- Create better interaction between law enforcement and community
- Make positive outcomes visible
- Address growth and transition in neighborhoods
- Ensure that enforcement resembles/reflects the community it serves
- Deal with children early to improve recidivism rates
- Ensure that neighborhoods and communities are safe
- Create a safe space for those impacted by policing
- Replicate REAL and broader conversations throughout the community

Response

On July 23, 2016, Mayor Barry sat at a table with 10 other individuals in Pearl-Cohn High School's gymnasium. With 90 other community leaders in the background engulfed in conversation at their respective tables, everyone at Mayor Barry's table was fixated on the comments of a 16-year-old young black male. This young man very eloquently explained how, because of the color of his skin and the national display of police brutality, he found himself caught between a rock and a hard place. He and his mother could continue to live in their current neighborhood burdened by crime and economic difficulties, and risk losing his life to the violence that surrounded him daily; or they could move to a nicer neighborhood, and because of the color of his skin, suffer constant profiling that could lead to the same deadly outcome that has claimed the life of so many young Black men across the country. The sentiments of this young man were expressed by many in the community at the REAL dialogue held on September 10, 2016. No matter your background, skin color, social class or level of education, everyone wants to live in a community that is safe... and fair.

The service of law enforcement officers is widely respected in our community and our nation. However, there have been a number of instances, nationally, in which officers have abused their authority and have acted on their biases with negative outcomes. These unfortunate incidents, and other displays of hate and bigotry like Charlottesville, have made it difficult for cities to find the balance between safety and fairness. These ideals are not mutually exclusive. Safety and fairness should go hand in hand, and any healthy community experiences both simultaneously. Police exist to make our communities safer, but they cannot perform their jobs to the best of their ability without the community's support and assistance. The community will be resistant to supporting law enforcement

where a lack of trust exists because people perceive they are being treated unfairly. Communities that feel victimized find it difficult to trust police. This description is reflective of the relationship between police and community in many neighborhoods across America, including some here in Nashville.

Much of the feedback from the REAL dialogue shows a great need to take steps to establish better trust between the police and all of the communities they serve. Nashville has started taking some of the necessary steps to begin building trust and accountability. Mayor Barry brought together community leaders and police officials to develop a body-worn camera policy and included \$15 million in her capital spending plan to fund them. There is still much work to be done. It took years to create the systemic issues that we face as a community, and it is going to take years to address those issues. Fortunately for Nashville, we have always shown the resilience and tenacity to overcome the most difficult of situations. The Mayor's Office is committed to seeing that every neighborhood in this city is safe and fair.

REAL – Related Activities

September 2016 – January 2017

- October 2016 – Mayor Barry commits at a NOAH meeting to funding and implementing a body-worn camera program for MNPd.
- November 2016 – Twenty-four Tennessee State University students graduate from the second session of the Metropolitan Police Department's innovative Collegiate Citizen Police Academy. Classes over several weeks exposed the students to various aspects of police work, including domestic violence investigation, making split-second decisions in a firearms training simulator, traffic stop training, and how the MNPd uses special resources such as SWAT, horses and canine units. One evening was spent in an open discussion with Chief Steve Anderson.
- December 2016 - Sixty new police officers graduate.
- December 2016 - MNPd graduates a Citizens Police Academy class where citizens can experience, first-hand, what police training is like.
- December 2016 - Metro Human Relations Commission collaborates with MNPd to host a Diversity Bus Tour for cadets at the academy. It has been suggested that these experiences are also provided for officers who joined the force before this experience was offered, and that suggestion is being considered.
- January - March 2017 - The community was very integral in creating the policies for MNPd body-worn cameras in Nashville as Mayor Barry appointed a Public Safety Community Advisory Group to come up with the best policy for Nashville's BWC program. This is an example of how the community can be involved in advising on policy and procedure.

February 2017 – August 2017

- April - June 2017 - Mayor Barry includes funding in her FY18 budget for 70 new officers, including 22 foot patrol officers who will be focused on building strong community relationships and help stop crime before it starts. This would create more natural opportunity for relationship building in the communities officers are sworn to protect. MNPDP-worn body cameras were approved in Mayor Barry's FY18 budget. \$15 million was approved for body-worn cameras and dash cameras for police vehicles.
- April 2017 – Mayor Barry works with the TBI, MNPDP, and District Attorney to develop a Memorandum of Understanding (MOU) to allow for an independent TBI investigation of officer-involved shootings in Nashville that result in a death.
- June 2017 – The MNPDP administration is constantly assessing and aligning their structure with the needs to make the department run as efficiently and effectively as it can. Most recently, MNPDP restructured by creating two new deputy chief positions in June 2017.
- June 2017 – Language on vehicle stop warning receipts is changed to be more sensitive to the constituent's opinion of the encounter.
- June 2017 - Mayor Barry and Chief Steve Anderson preside over the graduation of 43 new Nashville police officers who successfully completed 5½ months of rigorous training. They will rotate among the precincts with Field Training Officers for the next six months before policing on their own. More diversity among cadets creates more opportunity for diversity amongst police leadership. The last class to graduate the academy was 24% female, 10% Black, 3% Latino, with goals to increase diversification.
- July 2017 - Forty-four teenage young men graduate from the first-ever MNPDP Youth Citizen Police Academy. The police department partnered with 100 Black Men of Middle Tennessee and Mayor Barry's Opportunity NOW program to put on the four-session academy, which started on June 9. During the past three meetings, the young men had a frank discussion about police work with Chief Anderson and other officers, participated in a vehicle stop practicum at the MNPDP Training Academy, saw demonstrations by the Aviation, Canine, Mounted Patrol and SWAT Units, and received an overview of the crime-solving sciences housed at the department's Crime Laboratory.
- July 2017 – The Mayor tasks Mayor's Office staff to work with MNPDP to create the "Fix It" program. Under this program, when an officer performs a traffic stop for a broken head light or tail light, instead of issuing a citation, he or she can issue a voucher that can be used to repair the light. The intent is to avoid putting additional financial burden on citizens in areas where poverty may be higher by refraining from giving them a citation in the first place, providing them with the ability to fix the issue to avoid future traffic stops for the same reason.

Workforce and Jobs

Report outs/Recommendations

- Ensure transparency in workforce development agenda
- Work to ensure that workforce reflects city's diversity and needs
- Offer job-specific training skills
- Create incentives for business
- Address information access and job availability
- Address how to work within state environment and its impact upon local policy
- Involve community and media
- Value Mayor's leadership in these discussions

Response

Nashville is currently experiencing record lows in unemployment. At the same time, the poverty rate remains consistently between 14% and 16%. Particularly amongst African Americans and other communities of color, both unemployment and poverty are triple that of their white counterparts.

In 2015 Mayor Barry established the Office of Economic Opportunity and Empowerment to combat the poverty rate and to make certain every Nashvillian had access to job training and quality job placement. The Mayor articulated the need to set forth a path for Nashville to develop a workforce blueprint. Nashville's workforce blueprint seeks to locate, engage and prepare unemployed/underemployed individuals for successful career pathways while assisting workers seeking to advance in their careers. The Mayor's administration seeks to oversee a pathway that builds a skilled workforce to support the local economy, local industries and local communities.

Mayor Barry wants to achieve this mission by leading, convening, or participating with leaders in academia, workforce strategies, training, HR and non-profits to create the conditions that lead to strategic implementations of the roadmaps for producing career pathways. These efforts will create an integrated workforce pipeline functioning to aid both business and job seeker. The workforce mission encompasses intentional engagement with youth and young adults, adults in need of basic skills, individuals with personal barriers to work, and workers seeking career changes or advancement.

The Mayor's Office works closely with myriad workforce program and community partners to meet the mission of training and skills development: The Nashville Career Advancement Center, the Nashville Workforce Network, the Nashville Area Chamber of Commerce, the Central Labor Council of Middle

Tennessee, Tennessee Workforce Development Board, Metro Nashville Public Schools, NOAH and various others.

The Mayor has sought to achieve three specific outcomes within the workforce office:

1. Enhance coordination and collaboration across programs, workforce organizations and employers by breaking down silos and convening targeted industry partnerships.
2. Create direct and available pathways to connect Nashville workers to long-term employment opportunities with identified potential for prosperity, with particular emphasis on workers living in poverty
3. Ensure secondary, post-secondary and vocational opportunities in the Nashville region are matched to current employer needs and future job trends

REAL – Related Activities

September 2016 – January 2017

- Mayor Barry establishes a Labor Advisory Council to serve as a bridge between the organized worker community, Metro Government and the business community. The mission is to foster mutual trust and protect all Nashville workers against prejudice, unsafe working conditions and unjust labor practices.
- The Nashville Construction Readiness Partnership continues to support an entry-level training program for men and women seeking to work in the construction industry.
- The Nashville Career Advancement Center appoints its first new Executive Director in 20 years.
- Nashville Construction Readiness Partnership Training Providers (Continuous):
 - Goodwill Career Solutions –for interested men and women ages 18 and up. Classes are 6 weeks. Participants receive weekly stipend and NCCER certification upon completion of program. For more information, call 615-742-4151 or visit giveit2goodwill.org.
 - 4:13 Strong – for interested men ages 18-30. Program is 6 months in residential facility. Participants receive NCCER, Arial Lyft, and OSHA 10 certification upon completion. For more information, visit www.413strong.org.
 - Project Return – for interested men and women ages 18 and up reentering the community from incarceration up to a year after release. Program is 2 weeks. Participants receive NCCER certification upon completion of program. For more information, call 615-327-9654 or visit www.projectreturn.org.
- Nashville is selected to be a part of the My VA Community, a federal designation given to cities in an effort to assist them in being more veteran service-friendly. With Mayor Barry serving as a Co-Chair of the board, the Nashville Serving Veterans Board is established. The board seeks to

serve veterans and their families by address the following issues: workforce and jobs, housing, education, transition, health and benefits.

February 2017 – August 2017

- The Mayor's Workforce Development Officer joins the Mayor's Office of Economic and Community Development to provide an equity and inclusion lens on future policy and projects.
- Nashville is selected to be part of the technical assistance cohort for the Kresge Foundation Building Equitable Pathways to Postsecondary and Workforce Success facilitated by the National League of Cities in February.
- Nashville is selected to be part of the National League of Cities Equitable Development Fellowship, focused on developing creative strategies to ensure economic policies and programs benefit all members of their communities.
- Mayor Barry's Opportunity NOW 2017 summer and ongoing direct hire youth (age 14 – 24) employment program launches and offers 11,000 paid intern and direct-hire job opportunities. 8,000 youth registered; 2,500 youth were in supported work, and over 300 employers participated.
- The Nashville Construction Readiness partnership has expanded to include training and skills building for health care, advanced manufacturing and transportation careers.
- The Office of Economic and Community Development collaborates with the Office of Business Assistance to host a community education forum titled "The Keys to Working with Metro," geared to aid small and minority business owners understand the basics of bidding on Metro procurement opportunities.
- The Office of Economic and Community Development collaborates with the Office of Business Assistance to host its Annual Business Symposium, with an emphasis on workforce development.
- The Nashville Construction Readiness Partnership invites 73 applicants to attend the program. 64 residents complete the program with an accredited certification in construction. Currently 40 participants are in classes. As of June, 53 participants have been placed on construction jobs.
- The NCRP has partnered with both Skanska and D.F Chase Inc. in efforts to help those in training acquire construction opportunities on the 5th and Broadway project as well the Opryland water park project.
- The Mayor's Office of Economic and Community Development is convening local stakeholders throughout the year to discuss equity in development, developing specialized training programs necessary to close the skills gap while also receiving input on policy recommendations and funding priorities.