

Mayor Cooper's Four-Year Commitment Tracker

Along with his First 100 Day Report, Mayor John Cooper published his administration’s Commitment Tracker, which lists 51 promises made by Mayor Cooper during the 2019 mayoral campaign. Following through on the 51 commitments will be Mayor Cooper’s focus during his term.

“I intend for this commitment tracker to be a transparent resource for residents as well as an accountability mechanism for my team. Tracking my administration’s progress on these fifty commitments will help keep us focused on core priorities over the next four years. I campaigned with a 47-page policy platform, and I want to be clear that I intend to follow through on the commitments I made. I’m encouraged by the progress we’ve made in the first 100 days, and I recognize the important work ahead to make Nashville a city that works for everyone.”

-Mayor John Cooper

Updated 9/27/2020 (1 year in office)

#	Policy Priority Area	Commitment	Status
1	Financial Stewardship	"Obtain additional revenue from tourism and development." (Policy Platform, page 8)	Mayor Cooper secured a Payment in Lieu of Taxes (PILOT) from the Convention Center Authority; an additional \$3.6 million payment from the Nashville Convention & Visitors Corp for FY2019-20; FY20 Additional Convention Center Authority FY20 contribution of \$5M; FY21 Convention Center Authority MOU increased from \$10M in FY20 Budget to \$35M in FY21 Budget.
2	Financial Stewardship	"The Music City Center does not pay property taxes; perhaps it should before we raise residents’ property taxes." (Policy Platform, page 10)	See above. Mayor Cooper secured a \$12.1 million annual PILOT from the Convention Center Authority in FY20, which became \$16.8M in FY21.
3	Financial Stewardship	"I will provide robust support for the Blue Ribbon Commission to identify savings and revenue opportunities." (Policy Platform, page 13)	Although the BRC has been suspended due to COVID-19, Mayor Cooper created the Office of Performance Management to work on process and efficiency improvements across Metro Government. OPM has implemented a system for tracking Metro's operational performance on a monthly basis, which has helped to closely monitor services’ demands and outcomes. Mayor Cooper’s commitment to transparency and accountability through the OPM efforts allow for better informed decision-making based on data. OPM’s mission is to actively work with departments to find opportunities to optimize the use of Metro’s resources.

4	Financial Stewardship	"Bad deals and park giveaways will end when I become mayor." (Policy Platform, page 16)	<p>Mayor Cooper renegotiated the soccer stadium deal to eliminate financial risk to taxpayers by removing the rent guarantee on the stadium (savings of up to \$35 million over the next decade). The soccer ownership group agreed to pay for infrastructure work that would have cost taxpayers at least \$19 million.</p> <p>In addition to saving \$54 million, the result is a more unified, successful Fairgrounds, by providing additional space between the soccer stadium and the historic speedway.</p> <p>Because of the significant fiscal constraints facing Metro, the FY2020 Capital Spending Plan was much smaller than in previous years, focusing on emergency needs such as repairs, replacement and maintenance. The average Capital Spending Plan over the previous four fiscal years was \$441.8 million. Mayor Cooper's FY20 CSP was \$154 million, equally split between General Government and Metro Nashville Public Schools.</p>
5	Financial Stewardship	"MNPD spent more than \$4 million on special events overtime through the end of April 2019 ... Private events need to begin paying for their own costs." (Policy Platform, page 11)	The Mayor's Office has met with MNPD to discuss solutions to police overtime spent on private events. Events have increasingly paid for their own overtime costs. The Music City Grand Prix in 2021 will cover all of their own costs for police, fire, and public works.
6	Financial Stewardship	"I am running for mayor to provide sound financial management...and get our city's finances back on track." (Policy Platform, page 14)	<p>The administration balanced the possible impacts of the tornado with insurance anticipated, FEMA/TEMA anticipated and the Convention Center Authority FY20 MOU increase of \$5M. The administration actively managed to get through the COVID-19 impact on the FY20 budget by implementing hiring & travel freezes, spending reductions; MNPS hiring freeze, savings; capital spending ramp-down and pause. The FY21 budget included \$64M in new revenues, over \$50M of cost savings, and a difficult \$1.06 property tax increase that maintains essential services. The FY21 budget is the first budget since FY13 that did not propose depleting fund balances.</p> <p>In response to Metro's \$42 million budget shortfall in FY20, the Mayor's Office submitted a balanced budget and corrective action plan that was approved by the state comptroller's office. Part of the budget solution was updating Metro Water Services' PILOT, which resulted in an additional \$10 million annually.</p>
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7	Education	"As mayor, I will commit to directing over half of new revenue into our school system." (Policy Platform, page 37)	The FY21 "crisis budget" prioritized maintaining services and stabilizing Metro's finances; this commitment was unmet in FY21. However Mayor Cooper's \$154 million FY20 Capital Spending Plan was equally split between General Government and Metro Nashville Public Schools. MNPS received 20% more capital funding than in the previous Capital Spending Plan. Mayor Cooper hired Robert Fisher as Senior Advisor for Education to (1) facilitate deeper collaboration with MNPS and (2) explore avenues for substantially increasing funding for public education. In response to COVID-19, Mayor Cooper and the COVID-19 Financial Oversight Committee directed \$24 million in funding from the federal CARES Act to provide every public school student in Nashville-Davidson County with a laptop and, for students who need it, internet connectivity.
8	Education	"I will join the voices of those advocating at the state level for revisions to the Basic Education Program funding formula to better account for the needs of urban districts and secure more funding for our schools." (Policy Platform, page 37)	Mayor Cooper directed Metro Legal to support MNPS and Shelby County Schools in their effort to challenge the State of Tennessee's BEP funding formula. Successfully joined the suit in August 2020. Next court date set for October 2021.
9	Education	Pay raises to MNPS staff. "As mayor, I am committed to finding mechanisms to not simply provide one-time raises for teachers but also finding a longer-term, sustainable vision for teacher salaries that provide the opportunity for more growth over time." (Policy Platform, page 38)	The Cooper administration released results of an expert teacher compensation study in May 2020. According to the analysis, it would cost Metro an additional \$32.6M/year to make MNPS teachers the best paid in the state. While the administration was not positioned to execute the strategy in the FY21 budget, Mayor Cooper remains committed to making MNPS teachers the highest paid in the state when revenues rebound.
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10	Affordable Housing	The Barnes Fund needs a dependable source of funding and I will work with the community to create one. (Policy Platform, page 32)	<p>Budget constraints led to a partial impoundment of funds in FY20, but Mayor Cooper stands by this commitment.</p> <p>Part of the fall 2019 Barnes Fund grant round was delayed, which was a difficult decision made in order to plug the city's \$42 million budget gap and prevent state supervision of the city's finances. Mayor Cooper is committed to making the Barnes Fund whole as well as making sure it is effective. In the challenging FY21 budget, Mayor Cooper prioritized Barnes funding with a \$10 million allocation. \$5 million will be used to make the previous awards whole with the remaining \$5 million used in an RFP to fund new awards. The recent donation of \$250,000 to the Barnes Fund by the Regions Foundation shows how philanthropic efforts are a crucial piece of addressing affordable housing.</p>
11	Affordable Housing	"I will facilitate the creation of a real ten-year plan to preserve and create a meaningful number of affordable housing units at an appropriate price with measurable results." (Policy Platform page 4)	<p>In planning. Mayor Cooper remains committed to the value of a 10 year goal for our city as a tool to coordinate all affordable housing partners. As we have focused our efforts this year on the tornado response and recovery as well as the housing crisis brought on by COVID-19, there are several efforts we are piloting and scaling. The results of these efforts will inform our 10 year plan. Our office is coordinating the distribution of \$10 million to prevent evictions and create housing stability throughout the county. The systems put in place in coordination with United Way are crucial to our longterm anti-displacement strategy. MDHA has also distributed \$3.1 million in rent and mortgage stabilization funds. Additionally, the tornado recovery includes a new program to acquire affordable rental units to preserve them for 20 years.</p>
12	Affordable Housing	Cooper wants to include affordable housing "as part of every development Metro incentivizes." (Policy Platform page 19)	<p>Development incentives are being reviewed at every level to ensure that taxpayers are receiving the highest value possible.</p>
13	Affordable Housing	"I will also explore ways to use tax increment financing for affordable housing with the end goal of putting workers closer to jobs. As mayor, I will define a strategy for when and how to use TIF on affordable housing projects. (Policy Platform, page 32)	<p>Mayor Cooper is reviewing all policy options and is dedicated to solutions that are efficient and effective in addressing our affordable housing needs.</p>

14	Affordable Housing	Establish a revolving loan fund for affordable housing, seeded with an initial \$10 million from Metro. (Policy Platform, page 33)	In this lending environment, our affordable housing nonprofits are able to access loans through CITC at a near 0% rate. The highest value of Metro funds at this time is through grants that provide equity to nonprofits. This equity allows nonprofits to access additional low-cost debt and develop projects in high impact areas.
15	Affordable Housing	"We need to bring real expertise to housing policy and get it out from under the political purview of the Mayor's Office."	The Barnes Fund is hiring an additional staffer to increase capacity. This increased capacity will be used to maximize all the tools currently available and explore the creation of an external office or division that best meets the needs of the city. Mayor Cooper is dedicated to operational efficiency and wants housing to live wherever it can provide the most value.
16	Affordable Housing	Improve the functioning of MDHA. "I want the Metro Development and Housing Agency to focus on the housing part of its mission, rather than just the development aspect." (Policy Platform, page 33)	Mayor Cooper appointed Paulette Coleman, founding chair of Nashville Organized for Action and Hope's affordable housing task force, to the MDHA Board of Commissioners. Her appointment along with former Nashville Mayor Bill Purcell, a passionate advocate for affordable housing, represented a determined effort to reshape the board and focus its efforts on housing. With the announcement of Director Jim Harbison's departure, Mayor Cooper looks forward to working closely with Chair Purcell and the MDHA board to insure the next Director brings a collaborative, innovative perspective to leveraging HUD funds in service of affordable housing. We are partnering with MDHA for renewed focus on helping our most vulnerable - the unhoused. With \$10 million of HUD grants for evidence-based rapid rehousing, and with community partners, we are seeking to house over 400 homeless in permanent solutions in the next 12 mos. In addition, we have started the construction of a best practice Permanent Supportive housing facility to meet the needs of our most chronic homeless, who have health or other needs that require this housing.
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17	Neighborhoods	Invest in stormwater infrastructure. (Policy Platform, page 6)	<p>Trees provide Water Services Stormwater Division with a 12:1 return-on-investment. Metro is ramping up tree-planting and is responsible for about 30% of trees planted through the Root Nashville campaign. Mayor Cooper signed a bill sponsored by CM Henderson requiring commercial and multi-family development to plant trees in tandem with new sidewalk projects built within what the NashvilleNext plan designates as a "Center." Mayor Cooper also signed Executive Order 5, establishing guidelines governing Metro's tree planting/maintenance, and designating the Urban Forestry staff within Water Services' stormwater division as lead coordinator on all tree-related activities. The Order also increases tree-planting requirements for Metro's capital projects, provides for the protection and replacement of trees on Metro properties, strengthens tree-related protocols around development services, and invests in the tracking and monitoring of trees and tree care.</p> <p>The Cooper administration has actively continued Metro Water Services FEMA buyout program. Also, in October 2019, Mayor Cooper redirected \$17.5 million from the stalled SoBro-Gulch pedestrian bridge project. Funds were diverted immediately to neighborhood infrastructure projects, including \$13.63 million for 52 separate culvert and bridge projects in 24 council districts around the county.</p>
18	Neighborhoods	Make 25 mph the default speed limit for neighborhood streets to ensure that residents are kept safe. (Policy Platform, page 27)	In October 2019, the Mayor's Office announced the rollout of lower speed limits in neighborhood streets. The neighborhood speed limit reduction initiative affected neighborhood streets previously signed at 30 mph, reducing the posted speed limit to 25 mph.
19	Neighborhoods	"We need to find ways to significantly lower our cost per linear foot of new sidewalk [construction]. We should bring some of the sidewalk project work in-house at Metro Public Works because we know sidewalks are going to be a stable long-term capital spending need." (Policy Platform, page 26)	Mayor Cooper has announced key personnel changes and an internal review process to determine the best paths for realignment of the transportation functions at Public Works and Planning. This process will evaluate efficiency, effectiveness, and accountability --to include Metro's current reliance on support from external consultants and engineering firms, versus full or part-time Metro employees-- who are needed to build, operate, and maintain the transportation system, including sidewalks.

20	Neighborhoods	Jefferson Street. "It needs to be this incredible path into the 21st century, and that's going to require a redevelopment plan. That's going to require infrastructure and that's requiring all of these separate [university] campuses connecting to this plan that in the future people are going to go, 'Wow, that is the greatest street in the South.'"	Mayor Cooper's transportation plan proposes a \$175 million investment in a bicycle/pedestrian-accessible, green-space Interstate cap at I-40/I-65 to help reconnect the bifurcated west and east sides of Historic North Nashville at Jefferson Street. This project was originally envisioned in the Nashville Civic Design Center's <i>Plan of Nashville</i> and received substantial community engagement through the 2016 USDOT Every Place Counts Challenge, and through the Greater Nashville Regional Council's 2020 Inner Loop Study. Additionally, Mayor Cooper created the Director of Development position within the Metro Planning Department to address Nashville's infrastructure challenges in historically underserved neighborhoods. Mark Sturtevant, former Director of Metro Public Works, filled this role.
21	Neighborhoods	"I will commit to a goal of raising the percentage of Nashvillians who live within a 10-minute walk of a park from 37 to 50 percent." (Policy Platform pages 45-46)	Mayor Cooper's 48-member Sustainability Advisory Committee (SAC) has submitted a substantial number of policy and investment recommendations related to increasing Nashville's Park Score by making incremental progress toward the <i>Plan To Play</i> goal of adding 4,000 additional acres to our park system by 2027 -- including consideration of a formalized Joint Use Agreement (JUA) between Metro Nashville Public Schools and Metro Parks.
22	Neighborhoods	"Our parks system is unusually dependent on a single source of funding compared to park systems in our peer cities. We need to find new ways to finance programs so residents can have greater access to these resources. Other cities have found new funding sources by creating citywide park improvement districts and by creating business improvement districts around parks, identifying sponsorship opportunities, and developing more robust public-private partnerships to support our parks." (Policy Platform page 46)	Assessing feasibility.

23	Neighborhoods	"I will direct Parks to develop new ways to receive feedback, including working with neighborhood advisory groups to solicit input." (Policy Platform, page 46)	Skilled and well-sustained Friends groups to the Metro Parks system -- such as Friends of Shelby Park, Friends of Warner Park, Friends of Fort Negley Park, and Friends of Mill Ridge Park-- have taken a proactive role in assisting Metro Parks' staff with engaging and communicating to neighboring communities and park users.
24	Neighborhoods	"As for parking privatization, I will not as mayor be sending that to council." (Policy Platform, page 8)	As promised, Mayor Cooper decided not to move forward with the previous parking privatization plan and the procurement was subsequently nullified by the courts. Metro will pursue a curb-space management plan to consider Metro's onstreet parking as part of a comprehensive approach focusing on all uses and needs for curb access in increasingly urbanizing areas, from rideshare to micromobility to freight/delivery to transpotainment.
25	Neighborhoods	"Without programs that make it possible for small businesses to continue, we risk losing the foundation of what makes our city and neighborhoods unique. We should do more to target incentives to help entrepreneurs start and grow businesses here." (Policy Platform, page 23)	In response to COVID-19, Mayor Cooper and the COVID-19 Financial Oversight Committee directed \$5.7 million in funding from the federal CARES Act to go towards small business relief. Mayor Cooper advocated for additional small business relief funding from the state.
26	Neighborhoods	Direct Metro Parks, Public Works and Water Services to work together to expand green infrastructure such as retention ponds and bioswales. (Policy Platform, page 46)	Mayor Cooper's 48-member Sustainability Advisory Committee (SAC) has submitted a substantial number of policy and investment recommendations related to preservation of natural resources, expansion of urban tree canopy, new standards for Green Streets, and improving support for biodiversity on Metro Parks-owned lands. These recommendations will be published with forthcoming Climate Action and Adaptation Plans that will fulfill Metro's requirements under Mayor Cooper's renewed commitment to the Global Covenant of Mayors for Climate & Energy—the world's largest cooperative effort among mayors and city officials to reduce greenhouse gas emissions, track progress, and prepare for the impacts of climate change. The Natural Resources Subcommittee of the SAC is co-chaired by executive directors for the Cumberland River Compact and the Trust for Public Land - Tennessee Chapter.
	Policy Priority Area	Commitment	Status

27	Transportation	"As mayor, I am committed to developing a people-first transportation plan that is focused on helping you get to where you work and where you live in a timely, safe, and cost-effective manner. I will present a fiscally responsible [transportation] plan within my first year in office." (Policy Platform, page 6)	Despite the many challenges Nashville has faced in 2020, Mayor Cooper delivered on his commitment to produce a new people-first transportation plan within his first year of office. The public is encouraged to review the full draft plan at Nashville.gov, and then provide the Mayor's transportation team with a final round of feedback via a brief survey hosted at hubNashville. Categories for a first phase (totaling approx. \$1.6B) of proposed investment reflect our communities' and the region's stated priorities: Mass transit, neighborhood infrastructure (sidewalks, bikeways, greenways), a "state of good repair" for roads and bridges, traffic operations and signals, and safety/Vision Zero. Projects within the plan will be advanced via individual, opportunistic funding strategies, while more comprehensive, dedicated funding streams—via the IMPROVE Act's authorizing mechanism for referendums, or other available legal framework—can be pursued in a future year once America's economy recovers from the pandemic-induced downturn.
28	Transportation	Planning. "I will start by listening to the residents of this city. I commit to creating and publishing a public engagement plan for transportation planning." (Policy Platform, page 28)	During the first and second quarters of 2020, Mayor Cooper's Office of Transportation and Infrastructure held 11 public Listening Sessions throughout Davidson County, along with targeted discussions with key stakeholders and all 40 Metro Councilmembers.
29	Transportation	Connectivity. "Connect neighborhoods through bus system improvements, and invest in infrastructure like sidewalks to improve pedestrian safety." (Policy Platform, page 6)	WeGo has completed their <i>Better Bus</i> scenario plan for a full network redesign of Nashville's bus system and presented the proposal to a community Advisory Committee of key stakeholders including the MTA/RTA Boards of Directors. <i>Better Bus</i> is outlined in detail and proposed for \$180 million in capital investment, and \$29.5 million in annual operating investment, in Mayor Cooper's draft transportation plan.
30	Transportation	Traffic. Fix problem intersections, utilize smart traffic signals to better control traffic, widen turning lanes on key routes, and limit construction lane closures. (Policy Platform, page 25)	Metro Public Works has completed a comprehensive Traffic Management System Evaluation, resulting in a recommended \$15 million level-of-investment in Mayor Cooper's draft transportation plan. It's estimated this amount would support rewirings and vehicle-detection upgrades at major intersections, staffing and build-out of a Metro Traffic Operations Center, signal retimings, communications/fiber technology infrastructure, and testing for connected/autonomous vehicles.

31	Transportation	<p>"Let's stop placing bus stops in ditches and instead create covered, well-lit stops where people can wait safely and comfortably." (Policy Platform, page 25)</p>	<p>WeGo's <i>Better Bus</i> proposal, now integrated into Mayor Cooper's draft transportation plan, calls for new bus shelters at 68 locations based on boarding activity, and an additional 25 sites in need of bus-shelter expansion. <i>Better Bus</i> also identifies locations for up to ten Neighborhood Transit Centers that would provide shelter from the elements including climate-controlled waiting opportunities in some cases, along with transfer opportunities to/from first- and last-mile mobility services and proposed new crosstown routes.</p>
32	Transportation	<p>"Only 12.9% of Davidson County households live within a half mile of high-frequency bus service at rush hour. I'm committed to increasing that to 25% and also bringing the percentage of households living within a 1/2 mile of all-day frequent service up from 9% to 12.9%." (Policy Platform, page 25)</p>	<p>Under WeGo's proposed <i>Better Bus</i> network redesign, now integrated into Mayor Cooper's draft transportation plan, access to opportunity via transit would expand exponentially in some neighborhoods. The impact of these <i>Better Bus</i> improvements would be to expand the numbers of opportunities to which Nashvillians would have access by taking transit, in a <i>reasonable</i> amount of time: jobs, education, recreation, medical care, and shopping. Charts and graphics illustrating the transformational impact of the <i>Better Bus</i> proposal is outlined in Mayor Cooper's draft transportation plan.</p>
33	Transportation	<p>"Moving forward, the Nashville Connector Transportation Demand Management (TDM) program should have sustained support and all corporations that receive any sort of incentive funding from the city should be required to have strong TDM plans in place." (Policy Platform, page 26)</p>	<p>The Mobility Subcommittee of Mayor Cooper's Sustainability Advisory Committee has submitted a series of progressive policy recommendations for TDM that would be new for Nashville, including working with Metro Council to pass an ordinance requiring TDM planning for businesses moving into the urban core and along transit corridors. Other Subcommittee recommendations include enacting parking policy reforms to more accurately reflect the true cost of driving and reduce the demand for trips, as well as working with Metro Council and Planning to establish neighborhood-specific mode-shift goals (e.g. downtown, midtown, Metro Center) for employers and major trip-generators to work toward. These TDM recommendations are key to achieving Nashville's greenhouse-gas emissions-reductions goals, and are thus included in a sustainability-focused feature section of Mayor Cooper's draft transportation plan.</p>

34	Transportation	Traffic Calming. "Calming traffic in pedestrian-heavy areas using actual physical measures such as reduced lane widths, speed tables, raised crosswalks, roundabouts, curb extensions, and better lighting are reasonable cost solutions and best practices that we must implement." (Policy Platform, page 27)	<p>During the Phase 1 and 2 "Safer At Home" orders related to the COVID-19 pandemic, the Mayor's Office and the Metro Division of Transportation launched a Slow Streets program in several Nashville neighborhoods. This initiative reinforces that streets should be safe and comfortable for all users—pedestrians, cyclists, transit users, automobile drivers. Walk/Bike Nashville is currently working with Metro to solicit applications from neighborhood leaders to launch a second round of Slow Streets in fall 2020.</p> <p>In October 2019, Mayor Cooper redirected \$17.5 million from the stalled SoBro-Gulch pedestrian bridge project. Funds were diverted immediately to neighborhood infrastructure projects, including \$1.5 million for traffic calming.</p>
35	Transportation	Create a Metro Nashville Department of Transportation. (Policy Platform, page 27)	<p>Mayor Cooper has announced key personnel changes and an internal review process to determine the best paths for realignment of the transportation and solid waste functions at the Department of Public Works. A detailed vision for the new Department of Transportation, including much-needed operational increases to support innovative project delivery and applications for competitive grant funding, is also outlined in Mayor Cooper's draft transportation plan document.</p>
36	Transportation	<p>"WeGo needs more funding, not less, to ensure that it is accessible, fast, frequent, and reliable. ... Let's actually listen to the requests of those who use public transportation by having buses run more frequently and extend the hours buses operate." (Policy Platform, page 25)</p>	<p>Despite declines in major revenue streams that support WeGo operations due to COVID19 --from both sales taxes and fare-boxes aboard MTA buses-- the Mayor's administration has made creative use of \$22.5 million in CARES Act funding for FY21 so that WeGo can maintain continuity of local bus service, a critical mode of transportation for the pandemic's frontline/essential workers. Mayor Cooper is committed to restoring this operational need for WeGo in FY22. Nearest-term service improvements in future fiscal years would follow the <i>Better Bus</i> network-redesign proposal, which has been informed by robust engagement of current bus riders including on-board surveys, beginning with extended span-of-service (buses running later in the evenings and more frequently on weekends).</p>
Policy Priority Area		Commitment	Status

37	Public Safety	<p>"Body cams are important. It's important for people to realize that it is a very expensive undertaking. We need to do body cameras but we need to get them done right. So have a test period that evaluates the technology and the process. ... The cost makes you have to make sure that the pilot program works and is successful." (WKRN, 7/9/19)</p>	<p>The Mayor's Office engaged with experts and the vendor to dramatically reduce implementation costs, making the program feasible despite budget constraints. The MNPDP is working with our vendor (Motorola) to deploy BWCs and in-car cameras as quickly as possible. Estimated time of completion is next spring. West Precinct implementation completed 8/28/20. Special Response Tactical Unit implementation completed 9/14/20. East Precinct and Juvenile Crime Task Force scheduled implementation for October.</p>
38	Public Safety	<p>"Nashville needs all of the approximately 1,500 police positions funded." (Policy Platform, page 41) "I will fill the 100+ officer vacancies in the police department." (mailer)</p>	<p>As of December 23, 2019, MNPDP had 110 officer vacancies. As of September 2020, the number of unfilled positions was approximately 70 officers. Mayor's Office worked with Human Resources to analyze and implement a market-based compensation adjustment for select roles where retention was a challenge. Despite a severe and unexpected recession, Metro was able to give patrol officers a pay increase. The department was also able to have a new recruit class and a lateral hire class.</p>
39	Public Safety	<p>"Fully staff our E-911 call center." (mailer)</p>	<ul style="list-style-type: none"> •Mayor Cooper met with representatives from SEIU Local 205, and staff from the Mayor's Office worked with Human Resources to better understand the unique resource challenges at the Emergency Communications Center. •Metro hired a new DEC Director, Stephen Martini. Entry-level workers in Department of Emergency Communications received a pay adjustment. •As of September 11, 2020, there were zero vacancies in the Department of Emergency Communications. All 191 FTE have been filled.
40	Public Safety	<p>"After consulting with residents and with policy leadership, I will ask the police chief to set specific goals for reducing crime, reducing unnecessary uses of force, and improving public levels of satisfaction with the police." (Policy Platform, page 41)</p>	<p>The Mayor's Office has improved trust and accountability in three very visible ways: first, beginning the roll out bodyworn cameras; second, facilitating access by the COB to relevant records; third, by creating a Policing Policy Commission.</p> <p>The Policing Policy Commission is current developing goals and progress measures for the next police chief. The Mayor's Office is working with Acting Chief Drake to develop a plan to address violent crime, particularly gun crime.</p>

41	Public Safety	"My administration will reinstitute the practice of conducting an annual survey to measure public levels of trust in the police." (Policy Platform page 41)	Planning, in coordination with Police Foundation
42	Public Safety	"We need implicit bias and de-escalation training that goes above-and-beyond the standards required by the State of Tennessee." (Policy Platform page 42)	MNPD training standards currently exceeds TN POST requirements. The Policy Committee and Workforce Committee of the Policing Policy Commission are currently developing recommendations to further enhance MNPD training on de-escalation and to explore ways to expand implicit bias training.
43	Public Safety	"In consultation with our police department, I will also direct our department to identify proven, evidence-based programs to target our most serious challenges, such as gun violence." (Policy Platform, page 43)	Acting Chief Drake is currently working with the Mayor's Office to develop a strategy for reducing gun violence, including group-violence interventions.
44	Public Safety	Create a public safety subcabinet that brings together representatives for MNPD, Sheriff, District Attorney, Public Defender, the Division of Youth Services, Community Oversight Board, Office of Family Safety, probation and parole, and representatives from non-profit and faith-based groups. (Policy Platform, page 42)	Evaluating efficacy. Current thinking is that a more focused stakeholder group that includes community representatives should analyze public safety trends and needs and then develop community-informed, evidence-based interventions that are focused, balanced, and fair.
45	Public Safety	"I pledge to attend police-resident meetings in every precinct each year as Mayor." (campaign mailer)	Mayor Cooper has visited police precincts and held monthly Mayor's Night Out events. MNO events have been disrupted because of COVID-19. The Mayor's Office is planning police-resident meetings in each of the eight precincts once the police chief search concludes.
46	Public Safety	Promote officer safety and wellness, which is a pillar of President Obama's Task Force on 21st Century Policing. This includes providing officers with "technological support" and "full access to mental health resources." (Policy Platform, page 43)	MNPD received a grant from the DOJ's Office of Community Oriented Policing to expand a mental health counseling peer support program for police officers.

47	Public Safety	"Our police and firefighters work hard to keep our city safe, but they need more support from City Hall. John Cooper will deliver more resources to ensure proper staffing levels are met and better pay for our first responders who protect our families." (Campaign mailer, September 2019)	Mayor Cooper's office has instituted a weekly meeting that highlights public safety needs and performance to make sure we are prioritizing resources where possible. In the challenging FY21 budget, Mayor Cooper protected public safety resourcing as much as possible, including creating a contingency for Public Health & Safety needs.
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48	Ethics and Transparency	The mayor wants to "develop an enforceable ethics code that would apply to all Metro departments and employees." (Policy Platform page 19)	Mayor Cooper commissioned a Public Integrity Task Force to review current practices related to ethics and government transparency. The Public Ingerity Task Force recommended the clarification of existing rules pertaining to ethics and conflicts of interest. The Task Force further recommended annual training on ethics and conflicts of interest for all Metro employees, elected officials, managers, and board and committee members. The Office of Inspector General (see item 48, below) will oversee rationalizing existing rules. Once rationalized, anual training can begin.
49	Ethics and Transparency	"Work with Metro Council to create an independent Metro Inspector General." (Policy Platform, page 19)	The Public Integrity Task Force recommended the establishment of a new office of Inspector General for Metropolitan Government. The Task Force believes that an Inspector General could provide greater uniformity of training, compliance and enforcement in the areas of ethics and public integrity. The OIG position is awaiting funding in FY22.

50	Ethics and Transparency	Conduct performance reviews of Metro departments and agencies to improve effectiveness and increase transparency of how tax dollars are spent. (Policy Platform, page 13)	The Mayor's Office of Performance Management implemented a Metrics' monitoring system containing 2 years of historical data and is currently tracking every departments' operating performance on a monthly basis. This system is currently tracking over 200 operating metrics, and will continue to add metrics that relate to high-impact projects, constituent services and satisfaction measures, community partnership effectiveness, and expenditures tracking. OPM has a variety of process improvement projects across Metro, working with different departments identifying opportunities to optimize resources and improve outcomes. By the end of this year OPM will launch the Beta version of Metro's Performance Portal, where the public will be able to interact with Metrics monitored by OPM. Through this effort Nashvillians will have access to information in a format that is easy to understand, transparent, and that will hold us accountable. Metro's opportunities, operational challenges, and success stories will be accessible and open to the public.
51	Ethics and Transparency	"Review Metro's current open records practices, to make sure that the public's work is being done in a lawful, transparent, and public way." (Policy Platform, page 19)	The Public Integrity Task Force made no recommendations regarding modifications to existing policies.