United States Conference of Mayors
Business Council 2023 Best Practices Report

Mayors and Businesses Driving Economic Growth

2023

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Foreword

The United States Conference of Mayors is proud of the members of the Mayors Business Council and the work they have accomplished with cities to improve the quality of life in America's cities. Working together, our cities have become more livable and more competitive, and the economy is growing stronger every day.

The *United States Conference of Mayors Business Council Best Practice Report: Mayors and Businesses Driving Economic Growth* showcases outstanding and innovative public/private partnerships submitted by the Mayors Business Council to inspire other cities and companies to work together in addressing the economic challenges facing cities and our nation.

During the recent COVID-19 pandemic affecting our nation, Business Council members were also invited to include the efforts they were involved in with mayors to combat the virus, flatten the curve, and ensure our fellow citizens have the basic necessities of life.

Mayors and business leaders agree that creative public/private partnerships are a major force in shaping cities of the 21st century and experience has shown when businesses and local governments work together, our cities benefit and our nation is stronger.

The Mayors Business Council has been an integral part of the structure and activities of The United States Conference of Mayors for over 20 years. Central to the mission of our Business Council is the goal of both improving the business environment in cities and sharing the successful public/private partnerships that take many forms with benefits ranging from economic development and environmental improvements to better schools, a more educated workforce, and connected cities through technology.

The Conference looks forward to strengthening its relationship with the business community by nurturing and celebrating the new and creative partnerships between cities and businesses.

Tom Cochran
CEO and Executive Director
The United States Conference of Mayors

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AARP: Transit Stop Transformations in St. Louis

Project Description: In 2019, Citizens for Modern Transit and AARP partnered to activate a rundown bus shelter in the City of Maplewood. The pilot project created an artistic space that encourages transit riders and passersby to play. Since then, Citizens for Modern Transit, AARP and other regional partners have worked to bring placemaking improvements to three other transit stations throughout the St. Louis regional transit system, with another transformation underway. The transit stops now feature interactive art and murals, new seating, shade structures and landscaping, making them important community gathering spaces. These placemaking efforts are rooted in community engagement, including in-person and online surveys of residents, community visioning events, design workshops and on-site pop-ups and walk audits, as well as outreach to residents, transit riders and operators, local businesses, elected officials and other stakeholders. Based on feedback from the community, each transformation focuses on a theme – such as local jazz history or the idea of a "local front porch."

City Challenge: St. Louis' regional transit system includes 46 miles of light rail with 37 stations, as well as an interconnected bus system that serves thousands of people each day. But many of the system's transit stops were a "sea of concrete," without much to draw people in. Improvements – including public art, seating and landscaping – gave transit riders more space to wait for buses or trains and better visibility, leading to an increased sense of safety. In addition to making riders' wait more interesting and comfortable, project organizers hoped placemaking activities would catalyze economic development near transit stops and bolster equitable transit-oriented development. Placemaking at transit stops also draws attention to regional public transit options. Citizens for Modern Transit Executive Director Kim Cella said of one transformation, "Any type of development will add activity at this station, it will add eyes on the street. It will be appealing, and it will really make it much more a part of the community around here."

Impact: The first transformation brought bus shelters, benches and a hopscotch game to a bus stop in Maplewood. An artist's work also depicts local landmarks. Designed as a "modern front porch," the site hosts community programming. The Emerson Park Transit Center now features seating, canopies, greenery and a mural. A jazz theme pays tribute to local cultural history. The site hosts community events. After the transformation, the St. Clair County Transit District received a $9.75 million Rebuild Illinois grant for infrastructure upgrades. The Belleville Transit Center received bike racks, shade structures, benches, planters and artwork. The theme is "Art Grows in Belleville." The St. Clair County Transit District has since invested $300,000 to renovate a public building onsite. The North Hanely MetroLink station added shade structures, pavement art and seating. The theme is "Transit: We All Ride Together." Redevelopment – including affordable housing – is planned near the 5th & Missouri Transit Center, one of the busiest light rail stops in Illinois. With a "City of Champions" theme, the activation will create a gathering space with seating and artwork depicting influential residents.

How-To: In 2017, Citizens for Modern Transit received an AARP Community Challenge grant for a pop-up at the North Hanley Transit Center. The event turned the light rail station's parking lot into an outdoor market, demonstrating the space's potential for retail, entertainment and dining. Attendees were invited to share their vision for the site. One activity allowed community members to use Legos to build a model illustrating their ideas. A "Self-Expression Stop" allowed people to record their thoughts on video. Passersby could also write down their feedback on a large banner. The pop-up's success spurred more permanent changes. A bus stop in Maplewood, Mo. served as a pilot for future transit stop transformations. Project organizers set out to prove improvements there – which included shade, seating, interactivity and art – were replicable. For each transformation, community engagement was key. This included in-person and online surveys, walk audits, community visioning sessions, interviews with transit riders and operators, mail campaigns, door-to-door engagement and voting on design concepts. This determined needed amenities, as well as the theme for each site. AARP also connected project organizers with technical assistance. In 2018, Smart Growth America provided case studies in creative placemaking, which offered possibilities for future activations. In 2021, Team Better Block helped develop two rounds of concept plans for placemaking enhancements to Metro Transit stations. AARP also facilitated a code audit with planning firm WGI that examined retail in and near mobility hubs, as well as strategies to bolster public art and wayfinding. In 2021, Citizens for Modern Transit received an AARP Community Challenge grant to transform the Emerson Park Transit Center in East St. Louis. The next year, AARP provided Citizens with Modern Transit with a Community Challenge grant to add a shade canopy and a mural honoring local history at the North Hanley Transit Center.

Budget: Contracts for the design development ranged from $12,000 - $25,000. AARP Community Challenge grant funding totaled $54,500.

Funding: Private Financing, State Grants

Additional Investment: Locally, AARP Missouri provided funding in addition to St. Clair County Transit District, Realtors Associations in St. Louis and Southwestern Illinois, Bywater Development Corporation, City of Belleville and Metro Transit.

Tags: Innovation, Impact on City Economy, Increased tourism, Business benefits

For more information, contact:

Mike Watson
Director
AARP Livable Communities
mwatson@aarp.org
202.434.3381

A rendering of the design for a planned transformation at the 5th & Missouri Transit Center

Volunteers plant flowers as part of the Emerson Park Transit Center's transformation

AECOM: Partnering with the City of Miami, Citywide Program Management Support Services

Project Description: In 2021, the City of Miami and AECOM set out to develop a master plan to provide Citywide Program Management Support Services, (CPMSS). This is a Program Management contract that beyond design and construction oversight, also provides support services on a variety of services including environmental assessment, sea level rise, public facilities, flood prevention infrastructure enhancements, project development and initiation, reporting, internal processes, procurement of architectural and engineering services, and other delivery functions, as needed, to implement capital projects assigned and directed by the City's Office of Capital Improvements, (OCI). All towards an accelerated process as well as addressing the key elements of the program, Equity, Diversity, Inclusion and Social Justice. From inception to implementation, the City actively solicited feedback to promote transparency and enhance the plan along the way.

City allenge: An accelerated delivery process for capital improvements, including support services across all related administrative and procurement functions, and addressing Program Wide inclusion through effective Planning and Implementation.

Impact: The success of the projects is a reflection of leveraging the program from project initiation through the planning process identifying environmental justice issues and opportunities for enhancement. Examples of activities under way include roadway/right of way betterments, park improvements/expansions, environmental assessments, and elements to promote access to government and community services, thereby enriching well-being, mobility and transportation options. These projects succeeded in making issues of equity and inclusion intrinsic to the planning process, identifying overlap with locations of underserved populations.

How-To: AECOM's planners worked with City staff to incorporate the key principles in every project. With the values established and the vision defined, the planning process was ready to move into "Day One", which involved developing the concepts for the new master plan. While the City could not dedicate its personnel to the master planning process full-time, AECOM embedded team members to support City staff, temporarily relocating their offices to City Hall for the duration of the master planning effort. This close collaboration enabled open, in person discussions between AECOM and the City and facilitated the development of a master plan to serve the needs of all the citizens.

General Tips: The City and AECOM recognized the key to success was implementing the vision identified in the master plan. The program helped initiate several projects under the Citywide Program Management Support contract while considering the benefits to all members of the community.

Budget: $5M, budget for Overall Program, from City of Miami General Funds

Funding: General Purpose City Funds

Tags: Service delivery improvement, Environmental Impact

Olympia Theater-Exterior Facade Repairs & Restoration

Virginia Key North Point Park-Restrooms & Ocean Rescue

For more information, contact:

Hector Badia
Int. Director, Office of Capital Improvements
hbadia@miamigov.com
305.416.1236

Mark Blanchard
South Florida Executive
mark.blanchard@aecom.com
954.662.1607

Tammy Singer
Project Manager
tammy.singer@aecom.com
305.724.1140

American Hotel & Lodging Association: Tackling the Hospitality Talent Shortage Through Workforce Partnerships

Project Description: The AHLA Foundation's Empowering Youth Program (EYP) awards grants to Community-Based Organizations (CBOs) offering workforce training programs, industry certifications, and development opportunities to Opportunity Youth (OY). It also helps connect participants with entry-level employment in the hospitality industry.

Los Angeles, Calif. has one of the greatest needs for hotel workers, so AHLA Foundation worked with employers there to identify the soft skills that were most in demand for EYP. It then worked to identify which industry certifications would offer those skills. The Foundation has also worked across the industry to secure employer hiring commitments and other forms of engagement from top employers, including property tours, mock interviews, and guest speaking opportunities.

City Challenge: The pandemic has been devastating to the hospitality industry workforce in the U.S., wiping out 10 years of hotel job growth. The hotel industry's road to recovery has been long and uneven, and urban markets are disproportionately impacted. Nearly 80% of hotels are experiencing staffing shortages, and 22% are impacted severely. In 2023, AHLA Foundation put renewed focus on its efforts in Los Angeles, resulting in the largest total investment across markets.

With more than one million job openings in the hotel sector, and nearly five million OY around the country, an opportunity exists to close the job gap and provide a sustainable source of eager job candidates.

Impact: Supporting Los Angeles area hotels with much-needed and qualified talent, while helping eager job seekers with barriers to employment find their dream job in hospitality, is a win-win. The EYP program resulted in graduates embarking on their new careers full of excitement and promise. It is truly the best possible outcome.

Student testimonials:

"Being able to be in a program like Impactful Bites really is a blessing. I always wanted to go to culinary school, but it was too expensive for me. I saw an opportunity and took it. I'm glad I did, because I'm learning new things and meeting all types of people that work in culinary. Being able to hear all the things they've been through to get where they are helps. The people that came to talk to us made me believe in myself and to never give up! One day, I will be one of those people that come and talk to people about culinary and about my experiences. Thank you AHLA for the opportunity!" –– Valerie L.

"I feel like Impactful Bites is a great program to learn and build a successful career with a life skill. I appreciate AHLA for sending guest speakers and exposing us to some opportunities that we don't get to see normally." –– Cristian G.

How-To: The AHLA Foundation awarded grants to four Los Angeles-based community organizations as part of its EYP. The funding, awarded through a competitive RFP process, supports 100 OY enrolled in training programs.

Budget: $100,000

Funding: Foundations and Philanthropy, Foundation Grants

Tags: Impact on City Economy, Jobs created, Increased tourism

For more information, contact:

Sarah Cozewith
Vice President of Workforce Development
AHLA Foundation
scozewith@ahla.com,
202.289.3110

AT&T: Addressing Connectivity Barriers Through Connected Learning Centers

Project Description: In 2021, AT&T made a 3-year, $2 billion commitment to help bridge the digital divide through low-cost broadband offers, network expansion, and charitable contributions. A lack of online resources for underserved and unserved communities can lead to negative impacts on educational, economic, and professional success. AT&T's efforts to narrow this gap include focusing on broadband access, affordability, and adoption.

As a part of this commitment, AT&T opened a new Connected Learning Center in April 2022 located inside the Atlanta Police Foundation's Andrew and Walter Young Family At-Promise Center in Southwest Atlanta to provide internet access and educational tools to youth who face connectivity barriers vital to their long-term success.

AT&T Connected Learning efforts are focused on resources everywhere students learn, especially outside the classroom.

Technology Availability - Help make technology accessible and available to the most vulnerable learners.

Digital Literacy - Provide parents and caregivers with the skills they need to support their child's distance learning and participate fully, safely, and responsibly in today's digital world.

Learning Opportunities - Provide students – and those who support them – with rich educational content and learning.

City Challenge: In Atlanta, it's estimated that more than 12,000 K-12 students don't have internet at home.

Impact: Built on the campus of the local YMCA, the Andrew & Walter Young Family At-Promise Center was created to further expand the quantity and quality of programs offered for local youth. The addition of the AT&T Connected Learning Center provides youth and their families a dedicated space where they can access free internet connectivity, computers, and educational resources to complete homework, apply for jobs, study for the GED and develop essential job skills.

Through this public-private project, and in collaboration with the Atlanta Police Foundation, the City of Atlanta and Office of Mayor Andre Dickens, the new center will help bridge the digital divide with tools to enhance access to education, provide mentoring and tutoring resources, as well as high-speed AT&T Fiber internet, Wi-Fi, and computers. This is the first of three Connected Learning Centers that AT&T will open in Atlanta.

Educational resources are available within the center to help students and families participate in digital engagement. This includes the newly launched The Achievery, a free digital learning platform created by AT&T, as well as free digital literacy courses and workshops.

How-To: AT&T's goal is to provide families that have no high-speed internet access a place to experience the benefits of what a high-performance network can deliver. AT&T aims to provide 1 million K-12 students with the connectivity and skills needed to succeed inside and outside of the classroom by 2025, and to get there, it knows it needs to address both technology access and adoption.

Housed within local organizations that support underserved community members – including the most vulnerable students and families – AT&T Connected Learning Centers are designed to address both access and adoption issues.

There are many factors AT&T considers when opening a Connected Learning Center, but one of the most important is teaming with local non-profit organizations. It has relationships with many across the country that have cultivated a positive and impactful relationship in their communities. And of course, the goal is that the Connected Learning Centers are in neighborhoods where the residents face barriers to connectivity. AT&T continually evaluates where it will open new centers. In all, AT&T plans to launch more than 50 total centers across the country by mid-2024.

Budget: AT&T Connected Learning Centers are established at no cost to the host non-profit organization.

Funding: Private Financing

Tags: Service delivery improvement, Innovation, Cost Savings, Impact on City Economy, Bridging the Digital Divide

Mayor Andre Dickens CLC Launch

For more information, contact:

Odie Donald
Chief of Staff -Mayor Andre Dickens
odie@atlantaga.gov

Riley Blount
AVP, AT&T Georgia External Affairs
riley.blount@att.com

CLC Ribbon Cutting

Atkins North America: Program Management - Elevate Denver General Obligation Bond Program

Project Description: The City and County of Denver, Colorado (City) is entering year six of its ten-year roadmap for an ambitious program of capital infrastructure improvements. Branded Elevate Denver, the $937 million bond program crosses seven portfolios and is steered by the City's Department of Transportation and Infrastructure (DOTI). The broad program comprises nearly 500 separate projects aimed at helping the City meet its rapid growth forecasts for the coming decade. With the vision of moving Denver toward an equitable, safe, and vibrant tomorrow that's rich with environmental, economic, and community vitality, the voter-approved bond program is enabling the City to repair, replace, and expand infrastructure and capital assets across Denver. Projects include revitalizing and modernizing streets and roadways; increasing cyclist and pedestrian safety and accessibility throughout Denver; revitalizing parks, playgrounds and recreation centers; and improving libraries, cultural centers, public safety facilities and the Denver Health Medical Center.

City Challenge: The scale and diversity of nearly 500 individual projects presented a complex program management challenge, creating a need for a specialized, unified database to track schedule and budget across the program and for each project and sub-project. The City also sought a new way to communicate progress with a high level of transparency to all stakeholders. The City hired Atkins in 2018 to create a program management system and oversee the implementation of those projects within the 10-year bond timeline, comply with federal financial commitments, and meet voter intent. With widespread approval within the Bond Executive Committee and Mayor's Office, the City adopted Atkins' new program management system and innovative reporting solution.

Impact: Atkins developed the innovative solutions that have allowed the City to monitor and assess the timing of project construction, coordinate with appropriate city agencies and cultural partners, and communicate the progress of projects across City departments and to the community. This scheduling, project scoping and prioritization provides City leadership with the information necessary to approve bond issuances, evaluate project performance, and track project-level expenditures. Quarterly updates on program Key Performance Indicators (KPIs) also help the City stay on track with the goals and objectives established at the outset of the program. While monitoring these specific goals and objectives adds complexity to the management of the program, it also ensures the comprehensive inclusion of sustainability and equity as part of the prioritization process.

The success of this program management approach led to the City's being able to pass another large bond program in 2021, branded RISE Denver (Rebuilding for an Inclusive and Sustainable Economy). Atkins' role was extended to include RISE Denver, and projects from both programs are consolidated in a single data management system.

How-To: Atkins is cutting through the complexity of managing major infrastructure programs like Elevate Denver. Our goal is to provide Program Management Services that enable smarter decisions, increased transparency, and improved predictability. Drawing on our wealth of global knowledge, an experienced local team, digital expertise and City leadership, the team created an effective, customized Program Management and Reporting solution for the Elevate Denver bond program.

Program Delivery Optimization: During our pre-delivery planning, we analyze project delivery tools and techniques, staffing, and other resources to identify potential gaps and create a resource plan that will provide the foundation for the operating model of the program. From there, our methodology ensures a clear and effective roadmap to readiness that is customized to the program's needs.

Analytics-Led Approach: Using an innovative approach to efficiently collect, connect, and analyze complex data sets from multiple sources, our data analytics platform enables deep insights, early identification of issues, and data-led decision making. Our analysis capabilities expand beyond traditional static reporting and are connected to the source of information, allowing for a real-time approach to performance monitoring and reporting.

General Tips: To fund the program, the public was asked to vote on seven different taxation mechanisms, one for each purpose, that would provide the budget in its entirety. Thanks in large part to the success of a preceding bond program branded Better Denver, residents voted overwhelmingly in favor of all seven purposes.

The same data management system that is used to drive decisions by the Atkins program management team and City officials is also used to generate a public-facing dashboard. The public-facing dashboard is hosted on a website that includes additional information on the planning and progress of the projects, retaining transparency and building the trust of taxpayers. In addition, events regularly led by City officials to celebrate the initiation and completion of projects, including groundbreakings and ribbon-cuttings, keep the community engaged throughout the lifespan of the bond program.

Budget: $1.27 billion

Funding: Municipal Bonds, General Purpose City Funds

Additional Investment: Federal Grants, State Grants, Private Donations

Tags: Service delivery improvement, Innovation, Impact on City Economy, Capital Program Delivery

Groundbreaking ceremony for the16th Street Mall Renovation Project

Opening day celebration at the renovated McWilliams Park

For more information, contact:

Jane Fisher, PE, PMP
Program Implementation Manager for Elevate Denver
Department of Transportation and Infrastructure, City and County of Denver
303.717.3184
jane.fisher@denvergov.org

Scott Richrath
VP, Sr Mountain Division Manager, Community & Intermodal Infrastructure Engineering, Design and Project Management, Atkins North America
Direct: 303.221.7275, Cell: 720.737.5671
scott.richrath@atkinsglobal.com

CityHealth: Partnering with San Antonio to Build a Healthier Future for All

Project Description: CityHealth, an initiative of the de Beaumont Foundation and Kaiser Permanente, works with cities to adopt prevention-oriented policies that provide all people with access to healthy choices and address critical health disparities in their communities. The initiative annually rates the nation's largest cities on its package of policies and awards gold, silver, bronze, or no medal based on the number and quality of the policies they have in place. Since 2017, CityHealth has worked with Mayor Ron Nirenberg and the San Antonio Metropolitan Health District (Metro Health) to put healthy policies into place that can help all residents live longer, better lives.

City Challenge: When CityHealth began its health policy assessments in 2017, San Antonio earned just three individual policy medals—Complete Streets, High-Quality Pre-K, and Smoke-Free Indoor Air—which were not enough to meet the threshold for the city to earn an overall medal. Mayor Nirenberg, who took office in June 2017, said "San Antonio does not have a great history when it comes to community health," which presented an opportunity to implement healthy policies to turn that reputation around.

Mayor Nirenberg, a lifelong promoter of health and well-being, set a goal for San Antonio to earn an overall gold medal within three years—meaning the city had to earn individual gold medals in at least five separate policies. Then-Metro Health Director Dr. Colleen Bridger saw an opportunity for the city to be seen as a leader in health, saying later, "We were really excited about the CityHealth framework that looked at those different policies that we could implement to really move the needle not just in San Antonio, but across the nation."

Impact: With the goal of earning an overall medal within three years, Mayor Nirenberg and Dr. Bridger worked with the city council to adopt CityHealth's policies. In October 2018, San Antonio became the first city in Texas to raise the legal age for purchasing tobacco to 21. That year, the city also added a medal in Food Safety/Restaurant Ratings, qualifying it for an overall silver medal.

In 2019—one year ahead of the mayor's goal—San Antonio became one of only eight cities nationwide to earn an overall gold medal. With the adoption of two additional policies—earned sick leave and healthy food procurement—the city earned a total of six individual gold medals and one individual silver medal. The city maintained its overall gold medal for the next two years.

In 2022, CityHealth introduced a new package of 12 policies with strengthened criteria. While San Antonio earned an overall bronze medal under the new package, CityHealth continues its strong partnership with Mayor Nirenberg and Metro Health to help the city earn its next gold. "Health policy is not a stagnant thing... CityHealth continues to push the envelope to ensure that we're helping communities thrive," said Mayor Nirenberg.

How-To: CityHealth annually publishes its assessment of America's 75 largest cities and awards cities with medals based on the strength and number of CityHealth's policy solutions the city has adopted.

Making your city a healthier place for all residents starts with local leaders like you. Getting started is easy:

Visit cityhealth.org to learn more about the policies in CityHealth's policy package and to see your city's ratings.

Reach out to CityHealth's team with questions about adopting or strengthening any of the policies in CityHealth's package. Our team is ready to partner with you and can connect you to our technical assistance and implementation partners if needed. This free service is available to all cities that CityHealth assesses.

Utilize CityHealth's social media and communications resources to share your city's successes.

Connect with us today at info@cityhealth.org.

General Tips: CityHealth is your partner for information, research, data, and sample ordinances to help you adopt healthy policies. You can learn more and access these free resources at cityhealth.org. You can also connect with us on social media at @City_Health.

Tags: Health, Infrastructure, Children & Families

Mayor Ron Nirenberg and CityHealth Co-Exec. Dir. Katrina S. Forrest on stage in Austin.

For more information, contact:

Dr. Claude A. Jacob
Public Health Director
San Antonio Metropolitan Health District
210.207.8780

Akeem Anderson
Director of Government Affairs, CityHealth
akeem@cityhealth.org

From left: Mayor Nirenberg, Dr. Colleen Bridger, and CityHealth Co-Exec. Director Catherine Patterson.

CLEAR: City of Lincoln

Project Description: The City of Lincoln uses CLEAR's virtual queuing technology, RESERVE powered by CLEAR, to better accommodate their constituent service needs at the Building and Planning Department. Lincoln residents and small businesses arrive at the department, then access the virtual queue via a kiosk in the lobby. The technology captures information about the constituent's visit and their needs with Building and Planning, and it notifies city employees that they are waiting in the queue. On the other end, city employees are able to see who is waiting and what their needs are, so they arrive at the meeting with information that enables them to better serve their constituents on their first engagement.

City Challenge: CLEAR's virtual queuing technology enables the city to more efficiently provide government services to its constituents. It has improved the wait times, back-and-forth interactions between the city and its residents, while also creating a more streamlined, hassle-free appointment process for Lincoln's Building and Planning Department. It greatly improved upon the prior process of constituents signing up for an appointment with a piece of paper on a clipboard – a method that didn't provide transparency to the constituent or key information to the city before their meeting.

Impact: Since the project's introduction in 2020, the City of Lincoln has found that offering the virtual queuing option for constituents enables their staff to come to meetings more prepared and save valuable time. After more than 18 months working together, the city is pleased with how residents are utilizing virtual queuing at the city's Building and Planning Department. CLEAR and city employees connect at least once a month for regular check-ins. The city reports that department employees are no longer disorganized, public queuing is more orderly in the office, and they have reduced paper waste.

How-To: CLEAR's mission is to create frictionless experiences, and we're proud to partner with local governments to help them deliver the same outstanding constituent service experience we provide our members at expedited security lanes in more than 50 airports around the country.

The City of Lincoln issued an RFP, seeking input from the private sector to enhance their constituent services; Whyline, which is now part of CLEAR, was the winning bidder. Since then, the city has worked diligently with CLEAR's virtual queuing team to effectively implement the program, including regular communication and troubleshooting, which has developed trust between both teams.

General Tips: Demand for convenience and frictionless experiences has only grown in the wake of COVID-19. CLEAR's virtual queuing product, RESERVE powered by CLEAR, is a fully configurable, customizable tool that takes the hassle out of waiting for government services by allowing people to easily reserve a spot in line ahead of time. RESERVE builds on CLEAR's experience reducing the stress of air travel and empowers constituents with more control of their time – while also granting jurisdictions like Lincoln more tools at their disposal to serve the needs of their constituents.

RESERVE has been used by municipal governments and airports in North America and Europe, including Amsterdam, Berlin, Los Angeles, Newark, Orlando, Phoenix, Rome, Seattle, Toronto, and Vancouver.

Budget: Total cost for the implementation of RESERVE powered by CLEAR in Lincoln was $13,875. The service is provided at no cost to constituents.

Funding: General Purpose City Funds

Tags: Service delivery improvement, Innovation, Cost Savings, Business benefits

For more information, contact:

Autumn Corns
Systems Specialist, Building and Safety Department,
City of Lincoln
ACorns@lincoln.ne.gov

Jarryd Davis
Director of State & Local Public Affairs, CLEAR
jarryd.davis@clearme.com,

Comcast: Solving the Rural Broadband Dilemma in Hopewell Township, NJ

Project Description: Hopewell Township Mayor Paul J. Ritter III and the Township Committee are partnering with Comcast to expand the next-generation Xfinity 10G Network into unserved areas of the Township, ensuring the availability of Comcast's smart, fast and reliable fiber-rich network to approximately 150 unconnected rural homes and businesses.

Hopewell Township is using this first of its kind partnership in New Jersey to extend network access quickly and cost-efficiently, providing a model for other rural towns to fill broadband deployment gaps in their communities.

This partnership also addresses the other significant driver of the nation's digital divide, the broadband adoption gap. Eligible income-constrained residents will be able to receive service at no cost by applying the federal Affordable Connectivity Program (ACP) credit to Comcast's low-cost Internet Essentials or Internet Essentials Plus programs.

City Challenge: High-speed Internet, critical for residents to connect to work, telehealth, school, family, friends, and entertainment, was not available to some rural areas of Hopewell Township. Unserved areas had to struggle along with expensive and unreliable wireless coverage.

The lack of access limited residents' ability to realize the benefits of digital access and suppressed real estate activity and values. Residents contracted to sell their homes lost agreements when buyers learned that the property did not have Internet access. The Township also struggled to attract businesses that need high-speed access to support their operations.

Impact: By early 2024, all of Hopewell Township's residents and businesses will have full access to Comcast's next-generation network, including:

Speed: Ookla's SpeedtestTM Market Index report rated Xfinity the fastest Internet provider at the end of 2022.

Reliability: The company plans to launch a new device that is "storm-ready" with cellular and battery backup to help keep customers connected even when the power goes out.

Capacity: Xfinity customers connect nearly 1 billion devices across the company's network annually. The Xfinity 10G Network delivers the most advanced WiFi technology carrying three times more bandwidth to power streaming, gaming, videoconferencing, and more, simultaneously.

Responsive Network: The Xfinity 10G Network and the latest xFi Gateway are a powerful combination that deliver ultra-low latency for those moments when network response times matter most.

Local businesses will benefit from a suite of connectivity, communications, networking, cybersecurity, wireless and managed solutions. Comcast Business, recognized by industry analysts and associations as a leader and innovator, is the nation's largest cable provider to small and mid-size businesses.

Hopewell Township Broadband

How-To: Mayors looking to replicate this kind of partnership and extend high-speed Internet to their rural communities should set up a competitive bidding process to find an Internet provider that has expertise in designing, engineering, building, operating, and maintaining broadband infrastructure that can be deployed quickly, and at an affordable rate. Plans should also include support for digital skills training to ensure all residents can use the Internet to its fullest potential. In addition, mayors should look for companies that can be depended on to operate and optimize the infrastructure, take on the risk of marketing to new customers, and provide direct customer support over the long term, while creating local jobs.

General Tips: Mayors should look to experienced providers already serving their communities for support in planning projects and seeking funding. Mayors can leverage their years of experience applying for federal funds to secure the financing needed to deploy broadband to unserved locations in their communities as well as promote adoption in areas already served.

While deployment gaps exist in rural areas, the complex challenge of broadband adoption persists nationwide; 76 million Americans do not subscribe to home broadband despite the vast majority of them having access to broadband. Mayors can work with providers like Comcast to apply for federal funding for programs that support digital literacy, broadband sign-up assistance, technology support, multi-lingual outreach and more.

Budget: $1.5 million. The majority of funding for this project will come from a combination of private investment from Comcast and federal investment through the American Rescue Plan, with a municipal bond financing remaining cost.

Funding: Private Financing, Municipal Bonds, Federal Grants

Tags: Service delivery improvement, Innovation, Cost Savings, Impact on City Economy, Business benefits, Education; Public Health; Connectivity; Faster, more reliable, and affordable broadband for rural residents and businesses.

For more information, contact:

Mayor Paul J. Ritter III
856.669.8906
mayor@hopewelltwp-nj.com

Fred DeAndrea
Comcast Senior Director
856.740.4146
Fred_DeAndrea@comcast.com

Deloitte: Leveraging American Rescue Plan Act (ARPA) Funding to Promote Equitable Economic Recovery

Project Description: Local officials sought guidance from Deloitte to design a COVID-19 pandemic response strategy to optimize funding regulations under ARPA. Deloitte developed the ARPA Investment Strategy plan which allowed non-profits, county agencies, and local businesses to submit grant proposals to the County for ARPA State and Local Fiscal Recovery Funds (SLFRF). This strategic phased approach identified five community priorities—Community Health, Economic Development, Support Services, Public Safety, and County Infrastructure—to enhance community impact. The next two phases administered the federal funding, while additionally building ongoing program management and monitoring compliance with complex U.S. Department of Treasury funding guidelines.

City Challenge: In the wake of the COVID-19 pandemic, Atlanta and other localities had to develop and implement a comprising strategy to accelerate and assist in economic recovery for residents and businesses that were disproportionately impacted. The pandemic underscored inequity and disparities in health and economic outcomes by race, ethnicity, gender, age, and location.

Impact: The ARPA Investment Strategy incorporated transparency and equity to create a more resilient community and its comprising localities. Deloitte provided strategic grant management services to help the County manage over $140 million in ARPA investments for long-term economic impact while maintaining compliance. A wide-ranging community engagement strategy and targeted priority areas helped to foster trust and increase buy-in for the ARPA strategy. Deloitte's community engagement framework provide transparency and input into the public process as well as provide a structure for equity considerations, ongoing management, and the measurement of projects in underserved and underrepresented communities.

How-To: Deloitte's economic investment strategy approach includes the identification and strategic utilization of federal funds to make the most of funding sources to fully deliver on a local client's vision. Deloitte's substantial experience in federal regulation and grants management includes the ability to identify applicable federal funds and develop cost strategies, while executing subrecipient compliance monitoring and oversight. Deloitte is committed to deep community engagement which helps Deloitte understand how critically important it is to connect residents to services they need most.

The strategic grants management services included the following activities:

- Initiated program management and governance structure;

- Created a project plan to manage strategy development, project; development, project implementation, and ongoing compliance and reporting;

- Developed a funding strategy including data analysis and research;

- Conducted frequent meetings to communicate and engage county and community leaders to provide updates, request public input, and maintain transparency;

- Operationalized compliance to track disbursement of funds and test compliance data;

- Performed compliance reviews, and system checks for Duplication of Benefits; and

- Provided reports including weekly program management, and quarterly compliance and performance reports

Budget: Budgets vary based on the scope of work.

Funding: Federal Grants

Tags: Innovation, Impact on City Economy, Jobs created, Business benefits

For more information, contact:

Lauren Powalisz
Principal, Deloitte Consulting LLP
lpowalisz@deloitte.com

Damon Armeni,
Senior Manager, Deloitte Risk Advisory
darmeni@deloitte.com

Environmental Defense Fund: Co-Creating Climate Solutions with Communities: Mayors Roundtable

Project Description: Last October, Mayor Sharon Weston Broome hosted a mayors roundtable, Co-Creating Climate Solutions with Communities, to bring together local leaders working to tackle climate and energy issues and address public health concerns caused by local polluters.

The roundtables create a space for shared learning, providing a time for mayors to exchange information, present opportunities and craft solutions for a variety of environmental issues impacting their communities. The roundtable was hosted with the support of Environmental Defense Fund and the African American Mayors Association, which work to uplift local climate action by connecting leaders to resources and networks of support.

City Challenge: The Baton Rouge Mayors Roundtable created a space for local leaders who are molding climate and energy policies to tackle shared challenges. At the roundtable in Baton Rouge, attendees worked to find ways to meet public health needs and mobilize economic potential for their communities with an eye toward the petrochemical corridor. Throughout the conversation, attendees identified underlying challenges and opportunities, including access to data and monitoring, partnerships with industry, local ordinance enforcement, long-term strategies, and proactive climate action.

Impact: We have seen remarkable outcomes from the Mayors Roundtable in Baton Rouge, Louisiana. As a result of this work, community leaders were able to share challenges and further develop climate action plans. Local leaders became better connected to national solution-based research projects and networks that address climate capacity, justice, and resiliency. Mayor Broome has continued to lead efforts for local climate action.

In 2023, EDF is thrilled to continue to partner with AAMA on our Mayors Roundtable Initiative to provide a safe space for leaders to navigate climate challenges and to help to build capacity for local climate action that advances the health, safety, and prosperity of communities across the country.

Baton Rouge roundtable attendees discussing local climate action

Heather McTeer Toney, Executive Director of Beyond Petrochemicals, and Mayor Sharon Weston Broome

How-To: In the effort to support local leaders taking climate action for the health and prosperity of their communities, EDF identified regions in Texas and Louisiana facing negative health impacts due to petrochemical pollution. We worked closely with Ms. Sharon Lavigne at Rise St. James to understand the political and industrial landscape in and around Cancer Alley, and we partnered with the African American Mayors Association to build local relationships with mayors in the petrochemical corridor in Texas and Louisiana, including Mayor Broome.

With Mayor Broome's key direction, leadership, and insight, we invited local leaders – including local legislators, municipal leaders, a councilwoman, city manager, and members of the state legislature – to participate in a closed-door gathering to discuss their priorities and the potential resources and partnerships to help carry out their vision. At the roundtable, we shared the Toolkit for Local Climate Action, which was created by Elemental Accelerator, AAMA, and EDF to provide mayors with resources to mitigate the harmful impacts of climate change and advance public health, equitable energy, and economic prosperity for their constituents.

Budget: Subject to regional costs

Funding: Private Financing

Tags: Innovation, Environmental Impact

For more information, contact:

Leslie Ricard Chambers, Esq.
Assistant Chief Administrative Officer
Office of the Mayor-President Sharon Weston Broome
222 St. Louis Street, 3rd Floor
Baton Rouge, LA 70802
225.389.5113

Dr. Tonya Howard Calhoun
Director, Community Engagement
Environmental Defense Fund
tcalhoun@edf.org
404.482.3169

Flock Safety: Protecting the Whole Community Through Public Safety Technology

Project Description: Successful public safety programs involve not just the police but all members of the community. By partnering with Flock Safety, a company whose mission is to protect the whole community, Fort Worth has built a public safety infrastructure that includes active participation from elected officials, local businesses, schools, and residents. Knowing that 7 in 10 crimes are committed with a vehicle (International Association of Chiefs of Police), Fort Worth partnered with Flock Safety in 2019 to deploy Automated License Plate Readers (ALPR) cameras across the city, and these ALPRs have played an increasingly critical role in transforming public safety in Fort Worth. To augment their ALPR network, Fort Worth leaders have encouraged neighborhoods and local businesses to install their own Flock cameras and share access with police. Privately-funded cameras can alert police to stolen vehicles, wanted offenders, or missing persons and are used by the city's Real Time Investigative Center.

City Challenge: City officials consistently find it difficult to engage constituents in public safety. Confidence and trust in police is at an all-time low – a 2022 poll found only 45% of surveyed Americans are confident in the police.

But in partnering with Flock Safety, Fort Worth PD and officials have directly engaged citizens in the policing process. This public-private partnership fosters connections between police and residents, providing an opportunity for neighborhoods and businesses to contribute to more effective, less biased policing by installing their own ALPR cameras.

Public safety technology like an ALPR system is often expensive and unwieldy to install and maintain. Flock's "safety as a service" model allows cities and neighborhoods to lease hardware, which the company installs and maintains making an ALPR system highly scalable, fast, and realistic for any part of the city.

Impact: Crime is difficult to measure, report, and track. Notably, however, crime has decidedly dropped since Fort Worth implemented its ALPR system. FWPD tracked an unprecedented 13% drop in violent crime in 2022, which they say ALPR has "played an important role" in.

Neighborhoods saw similar results on a hyperlocal scale. In the Las Vegas Trail, an urban, working-class community struggling with violence, citizen leaders worked with FWPD to install ALPR cameras as part of a multi-layered safety program. One year later, Las Vegas Trail saw a 22% drop in violent crime.

To the north, the Chisolm Ridge neighborhood installed a dozen ALPR cameras. One night in 2021, a stolen vehicle was detected in the neighborhood. The system quietly alerted police, who apprehended the suspects and recovered the vehicle immediately. "Our crime is virtually non-existent now," neighborhood president Tony Perez said at the time.

In a media interview, FWPD Chief Neil Noaks said, "The technology has been a game changer."

How-To: At the public level, many of Fort Worth's Flock Safety ALPR cameras are purchased through funds administered by the Crime Control and Prevention District (CCPD). The CCPD was established to make Fort Worth, which only decades ago topped the list of most dangerous U.S. cities, one of the safest major cities in the country.

Privately-funded cameras in neighborhoods, businesses, and improvement districts send alerts on stolen vehicles, wanted offenders, or missing persons directly to law enforcement, just as city cameras do, and are used by the city's advanced Real Time Crime Center (RTCC) to gain better situational awareness during active emergency situations. It is a simple process for these private entities to share access to their cameras with FWPD, provided all parties opt in. FWPD is also able to share investigative data with police departments throughout the metro area using Flock Safety's system.

Flock Safety's Solutions Consulting team works with individual cities and partners to understand what comprehensive investigative coverage would look like, including which products and installation locations will have the most impact on crime and the least on environmental and aesthetic factors. This process uses traffic data, crime data, and law enforcement input to help a city identify which commercial, neighborhood, or quasi-governmental partners might help support such a project.

Once the budget, locations, and deployment plan are in place, Flock Safety handles permitting, planning, installation, and maintenance.

General Tips: When cities begin to utilize new technology like ALPR cameras and build out an RTCC, it's good practice to proactively develop strong internal police department policies. An ALPR Policy, for example, should outline appropriate and inappropriate usage, training procedures and requirements, and disciplinary steps in the event of misuse. A good ALPR Policy should have clear guardrails around data collection, storage, security, and retention. The Police Department should outline what data is collected, how it is stored, who has access to the data, and whether it can be shared. Finally, it is a good idea to include frequency and procedure of audits to ensure the system is being used properly.

Budget: A single Flock Safety solar-powered ALPR costs between $2500-$3000 per year.

Tags: Innovation, Public Safety

For more information, contact:

Sgt. Joe Shipp
Joe.Shipp@fortworthtexas.gov

Laura Ann Holland
Community Affairs at Flock Safety
470.905.7434
laura.holland@flocksafety.com

Community stakeholders across Fort Worth use Flock Safety's infrastructure-free ALPR technology.

Fort Worth PD worked with neighborhood and business stakeholders to augment data in their RTCC.

HDR: I-579 Urban Open Space Cap

Project Description: Homes and businesses in Pittsburgh's Lower Hill District were demolished in the 1950s to construct the former Civic Arena and other developments. Crosstown Boulevard, later named Interstate 579 was built, creating a "concrete canyon" of tall retaining walls and noisy interstate traffic. The I-579 Urban Open Space Cap project has bridged the concrete canyon and created a tree-lined park over I-579, providing a walkable link to a neighborhood that lost its direct access to downtown. Our team listened to obtain input from residents and other stakeholders. Community organizations in the District were involved, informed, and interested in progress, including early letters of support for the project's $19 million TIGER grant. Numerous meetings were held with residents to listen to their vision for the space. These elements are incorporated through the park landscape design, as well as in integrated art commissioned from local artists.

City Challenge: Planning and design required coordination with multiple federal, state, and local entities, and private and non-profit organizations. The Sports & Exhibition Authority of Pittsburgh and Allegheny County functioned as the lead design agency alongside the City of Pittsburgh as owner, with oversight from the Pennsylvania Department of Transportation and review from the U.S. Department of Transportation, Federal Highway Administration. Due to the varied park topography, in some areas the soil depth would have added too much dead load to the bridge beams. The solution was use of buried geofoam block, buried in the deepest portion of the park to reduce the earth load on the bridge beams. Also, water from the soil could penetrate the structure deck, where it could freeze and damage the structure or cause danger to drivers. This was prevented through multiple redundant waterproofing layers.

Impact: For six decades, the Hill District was isolated from downtown by Interstate 579 and a sea of parking lots. The new Frankie Pace Park changes that. In the coming years, nearby parking lots will be replaced with an urban street grid and new development to complete the connection. The cap was honored in 2022 with the national grand prize in the America's Transportation Awards Competition, sponsored by the American Association of State Highway and Transportation Officials. The award came with $10,000, and HDR as well as other organizations involved in the project provided an additional $63,000 that was donated to two non-profits serving the Hill District: Ozanam Inc. provides education programming, athletic competition, and academic support services to young adults.

ACH Clear Pathways provides families with visual and performing arts programming in the area.

"This project shows what transportation can be at its best," PennDOT Secretary Yassmin Gramian said in a news release announcing the donations. "I'm so proud that we received the America's Transportation Award, and that we're able to pay it forward to organizations making a real difference in this community."

How-To: Our team used an extensive community listening and design review process to obtain input from residents and other stakeholders for the public space that makes up the surface of the cap. Community organizations based in the Hill District were involved, informed, and interested in progress, including offering early letters of support for the project's $19 million TIGER grant. Numerous meetings were held with residents to listen to their vision for the space and what themes they would like to see in the finished park. The pedestrian park is constructed on top of a bridge-like structure. The park includes "story" walls featuring the history of the Hill District, performance and green spaces, an outdoor classroom space, bike pathways, an amphitheater, and a bike-share station. Green infrastructure enables stormwater capture with rain gardens, native trees, shrubs, and grasses also helping to reduce noise from the HDR designed the prestressed concrete beam structure that supports the park over the interstate to serve this unique function while using conventional bridge construction to be economical. The dense, urban site of the cap is bordered by existing multi-span bridges and retaining walls, creating a constrained construction site that required special attention to reduce lane closures and avoid damaging existing structures. New abutments were constructed behind the existing retaining walls, which were trimmed to accommodate the new bridge beams. These abutments were supported by over 200 drilled micropiles, used to minimize disturbance to the existing walls founded on spread footings. New piers were founded on drilled shafts that could be installed in narrow gore areas and transition directly into slender multicolumn bents, to limit impact to the roadway template.

General Tips: Key features: Terraced raingardens, ADA-accessible, Redundant waterproofing system used for unique land bridge, Incorporation of local art and neighborhood stories.

The cap covers about 300 feet of interstate with a 3-acre park that features rain gardens, art, story walls, an outdoor classroom, an amphitheater, and integrated seating. The redundant waterproofing included waterstops between structure units, layers of bituminous paper and waterproofing membrane on the top and backwalls of the superstructure, a 4-inch fiber-reinforced concrete protection slab to prevent damage to the waterproofing from future excavation, and a continuous aggregate drainage layer across the sloping superstructure.

Budget: $30 M

Funding: Federal grants, State and city funds

Other: funding to non-profits

Tags: Service delivery improvement, Innovation, Cost savings, Environmental impact, Impact on city economy, Jobs created, Increased tourism, Business benefits

For more information, contact:

Jeff Skalican
Deputy Director
jeff.skalican@pittsburghpa.gov
412.255.2373

Nick Burdette
Bridge Lead, Northeast
Nicholas.burdette@hdrinc.com
412.497.6022

McDonald's Corporation: Partnering with the Chicago Community Trust to Launch Grant Program Benefiting Chicago-Based Youth Organizations

Project Description: McDonald's partnered with the Chicago Community Trust to launch Grant Program to Benefit Chicago-based Youth Organizations

City Challenge: As one of the world's leading brands headquartered in Chicago, it's a privilege to feed and foster the communities in which we serve. It's why in 2022 we launched the Chicago Community Impact Grants Program to invest $3.5 million in 40 neighborhood organizations. The program was developed in partnership with The Chicago Community Trust (the Trust) and benefited local nonprofit organizations that are actively advancing safe, healthy and thriving community support systems while working to reduce barriers to employment and education opportunities for Black and Latinx youth. The inaugural grantees offer a range of empowering services, from helping youth overcome homelessness to preventing violence and offering job-readiness training. McDonald's partnered with the Trust to identify nonprofits that are focused on the city's South and West sides and provide life skills training, pre-employment support and mental health programming, unlocking a world of potential for our city's young people.

Impact: At McDonald's, we believe there is a difference between being in a community and being part of one. In Chicago, these grants further our impact by supporting the great work our local nonprofits are already doing to create economic and educational opportunities for the future generation of local leaders.

McDonald's staff volunteers with Chicago Community Impact Grants Program organizations

How-To: At McDonald's, our values guide us to always put our customers and people first and ensure that we open our door to everyone. They guide us to do the right thing, be good neighbors and give back to our communities. Through fostering a relationship with local elected and the mayor's office, we listen to their concerns and policy priorities and create a program to address those needs.

General Tips: McDonald's implemented its Community Impact Grants Program by:

Developing strong partnerships with local elected officials to foster private-public sector relationships and learn about needs are for the city.

Developing a plan to address cities priorities in alignment with company's objectives.

- Working with community-based group to identify organizations that would benefit most from community grant programs.

Budget: $3.5 million USD provided by McDonald's Corporation

Funding: Private Financing

Tags: Innovation, Impact on City Economy, Business benefits

For more information, contact:

The Chicago Community Trust
info@cct.org
312.616.8000

Ashli Nelson
U.S. Government Relations Director
Ashli.Nelson@us.mcd.com
312.833.1581

Motorola Solutions: Glendale Police Department Provides a Safe and Secure Environment for Residents and Guests

Project Description: Glendale Police Department serves over 250,000 residents with 435 sworn officers and 600 full-time employees. Always on the cutting edge of technology adoption, Glendale PD was one of the first agencies in the state to build a Real-Time Crime Center (RTCC). The mission of Glendale's RTCC is to utilize technology to safeguard the wellbeing of the community and enhance resident and officer safety.

Glendale PD is a long-time customer of Motorola Solutions' two-way radios, and again engaged the technology provider as they began to build its RTCC. Motorola Solutions offered a technology suite and integrations that would allow them to leverage existing and future technology investments to better understand and respond to events across its jurisdiction.

Glendale equipped its RTCC with command center software that would allow it to unify data from a variety of sources, including fixed and mobile security cameras, license plate readers, computer-aided dispatch systems and field-based applications. It gained the ability to see incidents and officer location on a single screen to monitor activity in real time and quickly identify and address potential threats.

City Challenge: Glendale features a vibrant metropolitan area with a sports and entertainment district that includes Gila River Arena, as well as State Farm Stadium, home of the NFL's Arizona Cardinals and the site of the 2023 Super Bowl.

In February 2023, over 100,000 fans flocked to Glendale for the biggest football game of the year. Not only did Glendale need to prepare its RTCC to support operations around game-related events, the agency also identified the need for a smaller version of its real-time operations center near the stadium, solely focused on safety and security for nearby residents and guests.

The operations center needed to be outfitted with solutions that could integrate and focus attention on what was most important. These solutions included Motorola Solutions' CommandCentral Aware real-time intelligence software, live Avigilon video feeds, APX public safety radios and PremierOne Computer-Aided Dispatch (CAD), as well as records management and emergency call handling capabilities - everything needed to respond in real time to emergency situations before, during and following the game.

Impact: Real-time intelligence has led to faster response times across Glendale, not only around major events, but across day-to-day operations within the municipality. RTCC operators can view video from incidents and share clips directly with responding officers in the field. In response, officers can adjust their approach in real-time, relocating to where a suspect was last seen, versus simply heading to the location of the crime. Video and key information means they're better equipped with suspect and vehicle descriptions as well.

"Our [real-time operations] center has become operational around the clock, 365 days a year. Our officers have really grown to depend on the technology that we're using - it's keeping them safer, and it's keeping our community safer." -Chief Colby Brandt

Glendale's RTCC can now assist patrol and investigative staff by providing more efficient access to video, LPR data and analytics and other information to aid investigations and provide a quicker path to qualified leads. This allows staff in the field to focus more energy and resources on preventing and solving crime by reducing the time spent on day-to-day administrative tasks and operations.

Glendale Police Officer talking over APX mobile two-way radio

How-To: Motorola Solutions partners with cities, agencies and businesses to understand and address complex and evolving safety and security needs. Its process includes assessing existing technology and assets, as well as organizational goals, policies and processes. Motorola Solutions works with public safety agencies to design customized solutions that optimize current and anticipated future technology investments, total cost of ownership and return on investment.

A Real-Time Crime Center solution integrates inputs from multiple data sources such as video, sensors, alarms, records and radio communications and location. A phased implementation and build-out plan is leveraged and validation and equipment testing is performed to optimize systems to make sure they maximize effectiveness.

Motorola Solutions seamlessly integrates existing systems into a Real-Time Crime Center solution to help shorten response times and enhance first responder capabilities. As needs grow and evolve, it enhances the capabilities to increase accountability, data analysis and real-time information flows and system performance.

Finally, the implementation of advanced analytics increases situational awareness – from gunshot detection to video analytics that flag unusual activity – so a department can identify incidents as they develop and proactively deploy resources.

Tags: Innovation, Community Safety & Overall Crime Reduction

Glendale RTCC operator monitoring real-time information from multiple data sources

For more information, contact:

Chief Chris Briggs
Police Chief, Glendale Police Department
CBriggs@glendaleaz.com
623-930-3277

Colby Brant
Assistant Police Chief, Glendale Police Department
CBrandt@glendaleaz.com

David Wilson
Senior Solution Sales Specialist, Motorola Solutions,
805.207.4982
david.wilson@motorolasolutions.com

Jimmy Trivedi
Area Sales Manager, Motorola Solutions
630.862.5104
jehil.trivedi@motorolasolutions.com

National Forum for Heart Disease & Stroke Prevention:
Move with the Mayor™

Project Description: Facing rising incidence of mental health conditions, obesity, diabetes, and cardiovascular disease in their communities, mayors are looking for actions they can take to reduce these health conditions.

Over 120 mayors are using Move with the Mayor™ (MWTM) to help them carry out programs, services, and policies proven to improve community health.

MWTM is a national, CDC-supported, easy-to-use, free initiative of the National Forum for Heart Disease & Stroke Prevention. Mayors use it to engage community members in active, healthy living, and promote adult vaccinations. MWTM messaging, policy recommendations, and other tools empower mayors to improve mental and physical health in their communities. Columbus Mayor Andrew Ginther says, "I like Move with the Mayor because it helps me improve health equity."

City Challenge: Many solutions to America's mental health crisis require actions by Congress, health systems, and others, and take years for results to reach communities. In the meantime, mayors and their communities face rising healthcare costs driven by anxiety, depression, addiction, obesity, high blood pressure, diabetes, and other preventable conditions. They can use MWTM to produce results in their communities within weeks. Using MWTM, mayors are leading by example, helping community members take steps, literally, that decrease their health risks and increase their resiliency. Mayors engage residents in walking, biking, and other activities proven to improve mental and physical health. They also use evidence-based policies and infrastructure strategies to empower people to live active, healthy lives.

Impact: More than 70 mayors participated in the 2022 MWTM Physical Activity challenge. Social support programs like MWTM are effective in increasing physical activity. A Rochester, Minnesota resident who participated in Mayor Kim Norton's MWTM challenge said, "That's the furthest that I've walked in a while. Had I been walking alone, I wouldn't have done it."

Physical activity is an effective way to treat mental health issues—it can be more effective than medication or counselling. It improves physical health, reducing the risk for heart attack, stroke, diabetes, kidney disease, and some cancers. A recent study found walking for at least 11 minutes daily can lower risk of premature death by 25%.

Additionally, MWTM helped 91 mayors create video messages encouraging adults to get up to date on immunizations. The National Forum and partners promoted the mayors' messages on social media, streaming radio, and movie theaters, generating 128 million media impressions. Additionally, 21 mayors created videos on the importance of flu vaccination, resulting in 3.5 million impressions. During this initiative, Americans received over 140 million vaccinations.

How-To: The Move with the Mayor™ (MWTM) Physical Activity initiative provides a platform to lead a small change, increasing physical activity, that can produce big results by improving mental and physical health, increasing engagement, and strengthening communities' resilience.

Benefits of participating in MWTM include:

- Increase employee & community engagement
- Reduce anxiety and depression
- Prevent heart disease, stroke, diabetes, & obesity
- Increase protection from COVID-19 & Flu
- Free technical assistance including templates, press releases, sample proclamation and resolutions, & sample social media (English & Spanish)
- Recognition for answering the 2022 USCM resolution to Promote Active Living to Improve Community Health and Strengthen Resiliency
- Recognition as an Active People, Healthy Nation Champion
- Implementation of MWTM:
- Participate in a minimum of one event in both the Spring and Fall to raise awareness about the health benefits of physical activity
- Deliver messaging to promote physical activity
- Assign a staff person as a MWTM liaison
- Ideally, lead activities throughout the year to maximize impact & awareness
- Complete the Step It Up! Success Roadmap (Fall)

General Tips: MWTM encourages partnership, creativity, and authenticity. MWTM supports mayors in working with local partners and provides plug-and-play resources to mayors' offices including tools, resources & technical assistance.

Mayor Karen Alexander (Salisbury, NC) says" We loved having all of the technical assistance. The way that you took anything that we did raw and made it into something really, highly professional that did not require our team, really benefits both our staff, and me, as well as all our citizens."

Budget: Participation in MWTM is free, aside from the mayor's time and assigning a staff liaison.

Funding: Federal Grants, Corporate Sponsorships, In-Kind Support

Additional Investment: No additional resources

Tags: Health, Public Health, Community Resiliency

MWTM Mayors in Action

For more information, contact:

Mayor Lori Bagwell
lbagwell@carson.org

John Clymer, Executive Director
John.clymer@nationalforum.org
202.903.7303

Jen Childress, Director of Programs
Jen.childress@nationalforum.org
515.422.4498

In each city, the Mayor assigns a MWTM liaison to interact with the National Forum for Heart Disease & Stroke Prevention

Pallet PBC, Pathforward: Addressing Homelessness Through Wholistic Plans and Innovative Programs

Project Description: Homelessness is a complex crisis that many cities across the United States are grappling with. Through a nationwide, Pallet's PathForward™, homelessness advisory services ran a pilot program to support cities in responding to homelessness.

The PathForward team carried out a comprehensive, community needs assessment analyzing of the unique challenges and developed an action plan to address homelessness at its root causes.

Huntington, WV
Partnering with public healthcare leaders, first responders, and city experts, Huntington launched a Crisis Intervention Team (CIT) to support people experiencing homelessness and/or substance use disorder (SUD). The CIT is a mobile unit of mental health and Huntington PD professionals equipped to handle active mental health crisis through de-escalation, providing mental health assessments, and offering critical services and referrals.

Northglenn, CO
PathForward provided instructions for how city and regional leaders can strengthen their homelessness response system in a report outlining key recommendations and findings. The plan provides guidance for policymakers to design effective, homeless programs with specific locations, service providers, evidence-backed strategies, and the budget needed to bring projects into fruition.

City Challenge: Homelessness is a pervasive and growing problem in America. In 2020, 582,462 people experienced homelessness according to HUD. From 2015 to 2020, the number of unsheltered people surged by 30%. Local governments are on the frontlines of tackling homelessness but are overwhelmed by how to address challenges. Compounding factors, including limited funding, lack of staff capacity, and daunting political and regulatory barriers exacerbate the problem further.

Impact: Northglenn expects to partner with Adams County and neighboring cities to advance specific plans for an emergency shelter program in the region. With concrete plans underway, Northglenn aims to develop programs that provide wraparound services to people experiencing homelessness and help stabilize and transition residents into permanent housing. This process has helped foster regional collborations between cities and Adams County to work together on a shared vision for addressing homelessness.

In Huntington, the CIT program launched in March of 2023. Given current trends and data, public health and safety experts estimate that over 85% of individuals engaged by the CIT will be experiencing SUD, homelessness or both circumstances.

This program is an essential first step to aid the most vulnerable people experiencing homelessness. Longer term, PathForward's recommendations support Huntington in developing comprehensive, multi-year plans to provide more shelter, permanent housing, and wholistic strategies to end homelessness.

How-To: In collaboration with city staff, PathForward's team of experts partnered with city leaders to explore strategies to improve cities' homelessness response systems, including identifying gaps and potential improvements in social services, program development, emergency shelter, and permanent housing strategies, as well as policies, regulatory changes, and funding sources to end homelessness.

Pallet's PathForward team:

- Conducted informational interviews with city and community leaders
- Held weekly meetings with both cities to continuously track progress
- Facilitated policy and planning meetings with internal and external experts and stakeholders
- Completed seven deliverables outlining step-by-step instructions, recommendations and implementation plans to informed by cities' priorities
- Presented to regional decision-making bodies
- Attended Continuum of Care (CoC) meetings, regional planning meetings, and webinars and met with potential service providers to learn more about local efforts

In Huntington, PathForward identified seven recommendations to address the city's most urgent challenges of homelessness, substance misuse, and housing which were formed after conducting a series of focus groups and listening sessions. From there, Pallet led the implementation of the Crisis Intervention Team.

In Northglenn, Pallet's PathForward homelessness advisory services conducted a wholistic analysis of the service and program landscape for homelessness, identifying recommendations and detailed policy and program improvements for local leaders. This work culminated in a comprehensive report and implementation plan to help drive regional action and collaboration.

General Tips: Deep partnership with community stakeholders and city staff was essential to our success. Through relationship building and coalitions, we were able to launch effective programs within 6 months and drive priorities forward between regional bodies. We utilized a collective impact model, which has been critical to advance homelessness solutions.

Budget: As part of Pallet's process to pilot and launch PathForward through the NLC's Capstone Challenge, our team provided these services pro bono to the cities of Huntington, WV and Northglenn, CO.

Funding: Federal Grants, State Grants, General Purpose City Funds

Additional Investment: We anticipate that the City of Huntington's Crisis Intervention Team will utilize additional grant funds at the federal, state, and local levels.

Tags: Service delivery improvement, Innovation, Cost Savings, Jobs created, Addresses poverty, homelessness and mental heath/wellbeing of residents

For more information, contact:

Jessica Hulse, LSW
Crisis Response Unit Program Manager, City of Northglenn, CO
720.822.0558
jhulse@northglenn.org

Scott Lemley, Director of Innovation, City of Huntington, WV,
304.696.5540
lemleys@huntingtonwv.gov

Lia Azul Salaverry
Senior Manager, Advisory Services
510.899.1299
Lia@palletshelter.com

The Crisis Response Unit (CRU) in Northglenn provides case management for homeless residents.

CIT Planning Team meets in-person in Huntington, WV.

Rubicon: Increasing Waste Management Efficiency and Reducing Customer Wait Times in Columbus, Ohio

Project Description: The City of Columbus and Rubicon partnered in 2021 to streamline the City's bulky waste collection operation. The City deployed Rubicon's smart city technology in 43 solid waste collection vehicles, providing the City with more efficient routing, work order management, and service confirmation for its bulky pickup team.

In 2022, the City of Columbus and Rubicon took their partnership a step further. Dispatchers were still spending up to an hour per day manually uploading new bulky jobs into Rubicon's system. Together with Esri, Rubicon created an application service integration to help the Division of Refuse Collection shorten resident wait times for bulk collection from three weeks to one week, save four hours of time weekly by eliminating manual request updates, and increase the efficiency of routing. Rubicon and Esri worked with Columbus to integrate RUBICONSmartCity™ and Esri ArcGIS and automate the flow of customer route data from ArcGIS to RUBICONSmartCity, running on Amazon EC2 and Amazon S3.

City Challenge: The City of Columbus is Ohio's state capital and largest city, with more than 900,000 residents in the city limits and more than two million people in the greater metropolitan area. The city's Division of Refuse Collection manages all residential waste collection for 344,000 households in the city, acting on 360 daily requests to pick up bulk waste.

In 2021, the city implemented RUBICONSmartCity, a proprietary, cloud-based technology suite that helps local governments run faster, smarter, and more effective waste, recycling, and heavy-duty municipal fleet operations. The City charged Rubicon with automating and optimizing the entire collection process, with a special emphasis on bulk waste collections.

Prior to working with Rubicon, the Division was not optimizing or verifying what it was collecting from residents, often resulting in workers having to return to houses. However, the Division had another challenge: getting customer data from its Esri ArcGIS mapping software into the Rubicon portal each day. Residents dialed 311 to call in bulk waste collection requests. However, the department's staff had to manually input this data from ArcGIS into the Rubicon portal each morning.

Impact: City of Columbus residents now enjoy shorter wait times for refuse collection. With more efficient operations, the Division of Refuse Collection can work faster, helping reduce bulk waste collections from 12,000 to 10,000 each month.

The Division of Refuse Collection has automated nightly data transfers from ArcGIS into RUBICONSmartCity, eliminating the need for staff to arrive at work early and spend extra time manually entering route data. The division has also increased the efficiency of its routing operations for bulk waste collection, improving the ability to track time per task by gaining more visibility into where refuse collection drivers are going and what they're picking up. Additionally, by accumulating more frequently updated data and photos, the department has more insights into residential waste.

RUBICONSmartCity™ mobile app

How-To: Rubicon developers collaborated with both Esri and the Division of Refuse Collection to create an integration with a feature service layer in ArcGIS. "The integration allows customer data such as location, service, and route information to flow automatically from ArcGIS into the Rubicon portal every night so the department can do accurate routing the next morning," says Courtney Camporine, project manager for integrations at Rubicon.

The Esri and Rubicon solutions both use AWS services such as Amazon Elastic Compute Cloud (Amazon EC2) and Amazon Simple Storage Service (Amazon S3) for data storage, which were crucial in accelerating the development of the feature service integration. "We could never have done this integration as quickly as we did if we weren't all on AWS… we did this in three months instead of a year." says Conor Riffle, senior vice president at Rubicon.

Rubicon continues to collaborate with Esri to expand from a single feature service layer to multiple feature service layers, allowing cities like Columbus to import and integrate a wider array of data.

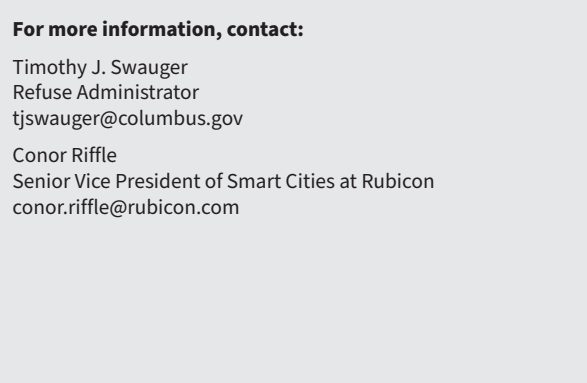**Budget:** $25,000 - 50,000

Funding: General Purpose City Funds, Rubicon contribution

Tags: Service delivery improvement, Innovation, Cost Savings, Environmental Impact

RUBICONSmartCity™ dashboard

For more information, contact:

Timothy J. Swauger
Refuse Administrator
tjswauger@columbus.gov

Conor Riffle
Senior Vice President of Smart Cities at Rubicon
conor.riffle@rubicon.com

Sidewalk Infrastructure Partners, LLC: Ohmconnect City Energy Challenge

Project Description: Sidewalk Infrastructure Partners (SIP) pioneers more sustainable, resilient, and inclusive infrastructure using technology. SIP has been working with OhmConnect, a company that provides home energy management solutions, since 2020, when SIP provided funds to help the company develop virtual power plants.

OhmConnect rewards households for saving electricity when the grid is stressed and likely to utilize dirty power – unlocking clean, affordable, and reliable energy. Winner of a Fast Company World Changing Ideas Award, OhmConnect has been credited with playing a significant role in avoiding blackouts in California.

In May 2021, SIP and OhmConnect launched the City Energy Challenge as a public-private partnership to encourage the residents of four California cities to save energy and help save the grid – and to get paid for doing so. By signing up for OhmConnect's free service, and receiving a free Google Nest smart thermostat, residents were rewarded and paid for reducing their energy usage in response to real-time notifications when the grid was stressed.

City Challenge: Mayors and city leaders seek to ensure reliable, sustainable, and affordable energy for their residents, yet they often have few direct levers to help avoid blackouts. In August 2020, hundreds of thousands of Californians lost power in rolling blackouts amid a heat wave. With climate change-induced heat waves threatening the stability of the electrical grid, educating and incentivizing residents can be a powerful tool to reduce cities' energy use during peak times.

The City Energy Challenge was designed as a public-private partnership to engage and reward consumers for taking actions that support a reliable electrical grid, without requiring new public sector spending on infrastructure or services. The Challenge was a friendly competition between Bakersfield, Fresno, Oakland, and San Jose, with each city working to recruit the most new energy savers and help prevent summer blackouts.

Impact: The City of San Jose won the City Energy Challenge after residents reduced their energy use by the greatest amount. More than 3,500 San Jose residents signed up for OhmConnect's free service as a result of the City Energy Challenge, with more than 1,000 connecting a smart energy-saving device to OhmConnect's platform. Collectively, the new OhmConnect members in San Jose saved more than 14,000 kWh during September 2021.

As the prize for winning the Challenge, San Jose received a $50,000 award to support San José Aspires, a program that helps local students in underserved neighborhoods become college- and career-ready young adults. Through its guidance program and micro-scholarships, San Jose Aspires aims to reduce the barriers that disadvantaged students of color face in accessing academic opportunities.

OhmConnect has since grown to more than 200,000 households throughout California, playing a significant role in avoiding blackouts in 2022.

OhmConnect City Challenge's kick-off press conference

How-To: OhmConnect partnered with the mayors of four of the ten largest cities in California, jointly hosting a kick-off press conference for the City Energy Challenge. OhmConnect pledged to award the winning city a grant of $50,000 for educational scholarships. In rolling out the Challenge, OhmConnect supported each mayor's efforts to publicize the contest and encourage residents to participate.

San Jose's Mayor worked in partnership with San Jose Clean Energy (SJCE), the local, not-for-profit electricity supplier operated by the City of San Jose, to send a series of emails to all residents encouraging them to join OhmConnect. SJCE also sent direct mail and an e-newsletter to San Jose residents, and encouraged city council members to publicize the City Energy Challenge.

The competitive nature of the City Energy Challenge, with scholarships awarded to the winning city, also increased the program's visibility and reach.
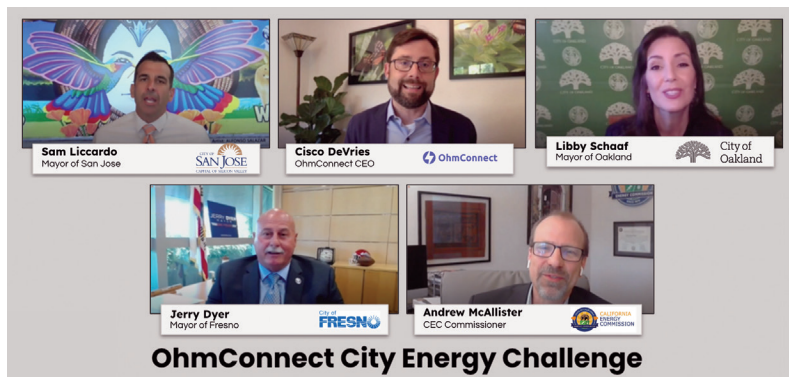
Budget: There were no costs for consumers or for municipalities to participate in the City Energy Challenge. Costs for marketing, outreach, and smart thermostats were incurred by the private sector.

Funding: Private Financing

Tags: Innovation, Environmental Impact, Impact on the State's electrical grid

San Jose receiving the $50,000 grant to support scholarships for local students

For more information, contact:

Zach Struyk
Assistant Director, San Jose Clean Energy
Zachary.Struyk@sanjoseca.gov

David Gilford
Head of Policy & Strategic Partnerships
Sidewalk Infrastructure Partners
david@sidewalkinfra.com

Siemens Corporation: Creating the First Utility-Owned Microgrid Cluster Using Siemens Technology

Project Description: Commonwealth Edison is launching the first utility-led microgrid cluster in the U.S. with the help of Siemens technology. Located in Chicago's Bronzeville neighborhood, the microgrid will redefine the US energy landscape – normalizing the integration of microgrids and renewable energy into the national electrical grid.

ComEd is working with Siemens, the Illinois Institute of Technology, and Enchanted Rock to activate the microgrid for over 1,000 customers, including Chicago's Police and Fire Department headquarters. The project incorporates distributed energy resources (DERs) including solar photovoltaic panels, a battery energy storage unit, dispatchable natural gas-fired generation and ComEd's existing diesel generators, all managed and controlled with Siemens Spectrum Power Microgrid Management System (SP MGMS) software.

The microgrid cluster will connect the new grid to the Illinois Institute of Technology's existing microgrid, allowing the community to ensure flow of electricity to critical public infrastructure while supporting integration of renewable sources of energy. The microgrid cluster is an archetype for future similar utility-led initiatives.

City Challenge: A significant neighborhood in Chicago's rich history, Bronzeville will now be at the forefront of the city's energy evolution. When awarded two grants by the U.S Department of Energy (DOE) to develop technology for integrating solar photovoltaic panels and energy storage within a microgrid, ComEd saw an opportunity to boost the community's renaissance with the first-of-its-kind microgrid cluster, offering energy resilience, sustainability, and equity.

Impact: The Bronzeville Community Microgrid (BCM) will help bring clean, reliable, and resilient power to a community that's in the midst of redevelopment and revitalization. It reflects the ability of grid infrastructure to advance resiliency, sustainability, and equity.

Grid energy is charging electric vehicles, powering business growth, and supporting the electronic devices we use every day. The cluster enables a sharing of resources between the two microgrids, enhancing their efficiency and ability to serve more customers in the event of a severe interruption on the main grid.

As energy uses expand and efforts to combat climate change increase, investments in private and public infrastructure are needed. The BCM will serve as an example of how community microgrids can provide the energy infrastructure to support the community and critical services like police and fire even in times of emergency. This project represents the exciting transformation happening today on the grid edge.

How-To: In 2016, the Department of Energy (DOE) awarded ComEd a $4 million grant to develop technology for integrating solar photovoltaic panels and energy storage within a microgrid. The result is the powerful new software with advanced optimization algorithms that was used for the Bronzeville Community Microgrid. By combining it with Siemens Spectrum Power MGMS, ComEd can now manage and optimize its sophisticated software system and integrate distributed energy resources with multiple microgrids. This combination helps communities save lives and livelihoods by securing energy resilience long into the future.

"We chose Siemens right from the very start. Siemens provided the technology, in collaboration with our engineers, to make the two microgrids work seamlessly, share resources and support each other," Gil Quiniones, Chief Executive Officer at ComEd.

As federal funds continue to roll into cities and municipalities, this project can be an excellent blueprint for regions who are looking to implement technology to boost sustainability and resilience.

Budget: Project costs vary. ComEd has received U.S. DOE-funded grants to support the project.

Funding: Private Financing, Federal Grants

Tags: Innovation, Environmental Impact, Community Impact, Energy Resiliency

For more information, contact:

Deputy Mayor Samir Mayekar
312.744.4310

Brie Sachse
Vice President & Head of U.S. Government Affairs at Siemens,
brie.sachse@siemens.com
202.412.9598

SIGNIFY: Connected Street Lighting & Sensors Deliver Smart City Value for Mount Vernon, New York

Project Description: Ready to start its smart city journey, Mount Vernon began by adding Signify's Interact connected lighting system, management software and communication nodes to its 4000 Lumec RoadFocus LED streetlights. Now, the city has taken the next step of the journey by adding Signify's Outdoor Multisensor to a subset of the streetlights. The city's streetlights were already sensor ready and included a new industry standard Zhaga socket which allowed it to install the sensors easily and securely to the luminaires with a simple twist.lock mechanism.

"We conducted a multi.phase pilot program to explore how our infrastructure could deliver value to our city beyond light itself," said Department of Public Works Commissioner Damani Bush. "It quickly became evident that Signify's connected lighting technology and sensor applications could help optimize our energy use, increase our city's sustainability efforts, and support citizen safety and quality of life."

City Challenge: Cities are frequently challenged by the cost to operate and maintain critical infrastructure, as well as by how they can better leverage it to drive new priorities across safety, sustainability, and citizen wellbeing. With Signify's smart streetlights, Mount Vernon is addressing these issues. The City can remotely monitor, manage and control its network of connected streetlights. Realtime notification of outages and detailed fault reporting results in faster and more efficient maintenance. Remotely setting lighting and dimming schedules according to the unique needs of different parts of the city, means light is used when needed most. Signify's Zhaga socket compliant Outdoor Multisensor further adds to the city's 'smarts' and can deliver new sensor.based insights to improve city services, safety and sustainability.

Impact: Mount Vernon's smarter street lighting has helped the DPW "go above and beyond to make our city the best it can be," according to Mayor Shawyn Patterson.Howard.

Improving city services . The City is now equipped with valuable ambient noise and temperature insights. For instance, Mount Vernon can detect noise violations, such as those that may occur from leaf blowing, and reinforce the city's noise ordinance. It can also leverage the environmental data for city planning or health communications in the event of extreme heat or cold.

Enhancing public safety . The sensor technology detects motion and can trigger the optimal light level to ensure well.lit streets for pedestrians and drivers. The system provides insight needed to quickly respond to lighting outages or issues, such as if/when a truck might back into a street pole.

Supporting sustainability . The City also has better control of its light operations, to further drive energy reduction. It can easily set lighting schedules for the unique needs of different neighborhoods. The technology can also automatically dim the streetlights based on trends of when people and vehicles aren't around at night.

How-To: Starting your smart city journey, or taking your next steps, can be easily done by leveraging infrastructure that has power and exists virtually everywhere in your city: the streetlights. The typical journey starts by adding connectivity to the streetlights which will deliver immediate value – maintenance savings, energy usage reduction, and the ability to offer improved services with tailored lighting schedules for different areas of your city. With the addition of sensors that leverage connectivity, the streetlight can provide a strong foundation for a robust smart city program. Further capabilities can then be added such as technology to enable public Wi.Fi via the lighting infrastructure.

General Tips: Effective interdepartmental collaboration is critical for your smart city program success. Identify synergies between departments where data from the smart streetlighting infrastructure can be of high value to multiple departmental priorities. Work collaboratively to prioritize technology deployments that enable better citizen services and outcomes.

Tags: Service delivery improvement, Innovation, Cost Savings, Environmental Impact, Citizen Wellbeing

Signify's Outdoor Multisensor optimizes energy use, sustainability, citizen safety & quality of life

For more information, contact:

Phillip Fountain
Department of Public Works, City of Mount Vernon
pfountain@ci.mount-vernon.ny.us
914.665.2334

Vince Ridgell,
Head of Public Infrastructure, Signify
vince.ridgell@signify.com
240.461.2345

Signify's smart street lighting delivers value beyond illumination for Mount Vernon

Swiss Re Management (US) Corporation: Supporting Equitable Flood Recovery in New York City

Project Description: Climate change is leading to more frequent and severe weather-related catastrophes. With growing populations and increased urbanization, more people and businesses are being left stranded and suffering in the aftermath of a natural catastrophe. Traditional insurance approaches to disaster relief are often slow and cumbersome, requiring you to navigate a maze of processes and administrative challenges. This adds stress and friction to your city and the affected residents, compromising the speed of action when a fast response is most needed.

The Center for New York City Neighborhoods (CNYCN), in partnership with the Mayor's Office of Climate & Environmental Justice (MOCEJ), the Environmental Defense Fund, and SBP USA, has launched a new pilot project to support low- and moderate-income (LMI) communities in high-flood-risk neighborhoods with emergency cash funds after a major flood. Financial protection is provided by Swiss Re led by Swiss Re Public Sector Solutions in partnership with Guy Carpenter, the pilot was funded by the Civic Innovation Challenge, the National Science Foundation (NSF), and the Department of Homeland Security.

Swiss Re developed a parametric flood product that leverages high-resolution data obtained through a mix of real time satellite data from ICEYE's fleet of 24 satellites, on-the-ground real-time sensors, and social media. When a flood occurs, Swiss Re and ICEYE determine the percentage of the area of each insured neighborhood affected by the flood. If the percentage exceeds the agreed threshold, Swiss Re issues a payment to CNYCN within 30 days. Flood-affected households are then eligible to apply for grants from CNYCN.

The program will provide parametric coverage for excess rainfall and storm surge events that can lead to severe flooding. CNYCN receives the proceeds of a parametric derivative payout, which supports their emergency cash grants to eligible New Yorkers.

City Challenge: The area surrounding NYC is increasingly prone to flooding. Low-income residents are disproportionately affected and struggle to access financial resources to recover. Currently, 780,000 of NYC residents live within or directly adjacent to the 500-year floodplain, which is expected to grow to cover one quarter the city's landmass and 1 out of every 10 New Yorkers by the year 2050. Past disasters, such as Hurricanes Sandy and Ida have laid bare the reality that these events disproportionately hurt the most vulnerable. Hurricane Sandy caused USD70B of economic damage only half of which was insured. It served as a wake-up call, highlighting the vast protection gap that exists even in the most developed regions. In the United States, between 50% and 70% of the damage was driven by flooding, illustrating the significant impact of "secondary perils" and the challenges faced especially by LMI neighborhoods, where primary recovery resources - savings, credit, aid, and insurance - are often in scarce supply. Swiss Re developed this pilot parametric flood recovery assistance program, which transfers risk and enables a more equitable recovery to low- to moderate-income residents of NYC.

Impact: Overall, the project is intended to assess the role of insurance and technology in supporting a non-profit on behalf of the City to provide immediate relief to residents in the aftermath of a major flood. The parametric flood insurance product provides up to $1.1 million in emergency funding. Those who qualify can receive a grant up to $15,000 from CNYCN after the flooding event. This product will improve the resilience of NYC and its citizens by bringing critical financial support to low- to moderate-income households and helping the City respond decisively to flood events. Moreover, it is a step towards addressing the flood protection gap. In addition, this project will test the use of new satellite technology as well as a new system of on the ground flood sensors.

How-To: While events like Hurricane Sandy are still paramount for coastal communities, extreme precipitation events like Hurricane Ida are considered the largest risk drivers for NYC at-large. During the evaluation of different solutions, standard parametric offerings, failed to achieve acceptable correlation between payout amounts and the events of interest. This discrepancy between an event payout and a realized loss in known as "basis risk".

To meet the client's objectives and minimize basis risk, Swiss Re and ICEYE, proposed a flood parametric that considers flooding from multiple sources, including storm surge and precipitation, that is evaluated based on the observation of flooding. Flood observations are constructed primarily from specialized imagery delivered by ICEYE's constellation of 24 satellites. The flood footprint is then augmented by auxiliary data sources, such as weather stations, tidal and river gauges, and geotagged imagery and video. ICEYE also incorporated data from a system of flood sensors the city is piloting. The final deliverable is a mosaic that incorporates all available data during flooding to achieve extremely high precision and recall for major flood events. Guy Carpenter and Swiss Re then assessed the client's areas of highest concern and designed a granular grid that covered the assets in these areas and omitted areas of less concern for flooding. Collectively, Swiss Re, Guy Carpenter, and ICEYE collaborated with the client and stakeholders to develop a solution that directly addressed their concerns and did not force the client into a one-size-fits-all product that would have resulted in unacceptable basis risk. Further, the product is highly scalable and suitable for flood risk in other cities and for a wide variety of assets classes. The resulting product evolves the landscape of parametric flood by introducing direct flood capture technology that improves the accuracy, breadth, and impact of flood solutions.

Budget: Premium is covered by a Federal grant of the National Science Foundation of approximately USD 200,000.

Funding: Federal Grants

Tags: Service delivery improvement, Innovation, Cost Savings, Impact on City Economy, Business benefits,

For more information, contact:

Theodora Makis
Program Manager
Center for New York City Neighborhoods (CNYCN)
theodora.makris@cnycn.org

Jackie Higgins
Head Public Sector Solutions North America, Swiss Re,
jacqueline_higgins@swissre.com
202.220.6319

Target Corporation: Asset Protection Outreach Coordinator Program: Leading with Humanity

Project Description: At Target, people are at the heart of our business and central to every decision we make. Now more than ever, we are focused on driving a culture of empathy. Our Asset Protection team is driving an industry-needed cultural change that looks beyond the basket and connects guests who are experiencing homelessness, mental health challenges and drug and substance abuse to community resources in lieu of calling law enforcement.

We created the Asset Protection Outreach Coordinator (APOC) program to be an active part of communities and look for ways to make the neighborhoods where we do business safer for our guests and team members. This program is currently in 11 markets across the country, and we continue to evaluate where we may add additional locations in the future.

City Challenge: Below are just three examples of meaningful interactions in the many communities our APOCs are a part of.

Washington DC: APOC engaged a guest experiencing homelessness and depression. The guest was connected to health services and received an APOC care package. After being rejected for a job at another retailer, APOC took additional action providing clothes, personal care items, and a position on the Target team, which she accepted.

San Francisco: Following a training on Effective Communication with Vulnerable Guests, Target team members engaged a 25-year old guest who was struggling to support a child while battling fentanyl addiction. The guest was open to APOC assistance and was led to local programs, including the Delancey Street Foundation, that provided housing and substance abuse support.

Philadelphia: A Target team member engaged APOC to support a guest in need of clothes, a meal and shelter. The guest was provided clothing, sandals and a Vulnerable Guest Bag, in addition to guidance and directions to a local shelter for further assistance and a hot meal.

Impact: Our Outreach Coordinators are part of meaningful interactions within many communities.

- They have engaged over 5,900 meaningful guest interactions across 11 markets.
- Delivered 98 people-first culture and mental health training to team members.
- Hosted 140 volunteer events, with the majority focused on supporting homelessness.
- 93% of guests engaged through APOC have been receptive to conversations.

How-To: Target is committed to delivering meaningful experiences to our vulnerable and underserved guests while prioritizing the safety of our guests and team members. We work closely with mayors and community groups to identify best practices, share resources and support guests who are experiencing homelessness, mental health challenges and drug and substance abuse.

Through our collaborative partnerships, we are able to provide our company's skills and resources to help create effective solutions, civic engagement and ongoing training across our teams. Target is implementing this program through the following tactics:

- Identify and build relationships with a variety of diverse city and community resources
- Connect guests who are experiencing challenges to city resources
- Coach and train team members/leaders on interaction response
- Explore continued education courses
- Identify and evaluate interaction response trends

Budget: Varied

Funding: Private Financing

Additional Investment: Private funding

Tags: Impact on City Economy, Community impact
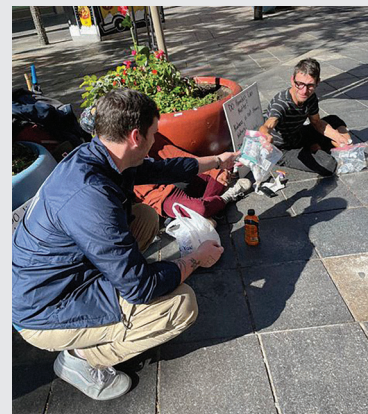
For more information, contact:

Tracey Hester
Director State and Local Government Affairs
Tracey.hester@target.com

The International Association of Plumbing and Mechanical Officials:
Handwash Station Challenge

Project Description: To create sustainable solutions for pressing health and safety issues facing indigenous American communities, the International Water, Sanitation, and Hygiene Foundation (IWSH) spearheaded a collaboration to design, construct, and deliver handwashing stations that can be sustained through the collaborative efforts of IWSH and the Navajo Nation. IWSH – the 501(c)(3) of the IAPMO Group that coordinates the plumbing industry to implement water, sanitation, and hygiene projects across the globe , a human rights non-profit working to ensure that every American has access to clean, reliable water for hygiene purposes. Labor and design support was provided by the Milwaukee School of Engineering and ten local unions of the United Association of Plumbers and Pipefitters from across the nation (Boston, Pittsburgh, Texas Gulf Coast, Los Angeles & Long Beach, Chicago, San Diego & Imperial Counties, Northeast Wisconsin, New Mexico & El Paso, Arizona, and Philadelphia). Leadership from the Navajo Nation community chapters and Indian Health Services partnered with the community to ensure proper allocation of resources.

City Challenge: This project sought to provide solutions to the Navajo Nation, which is in the southwestern region of the United States and encompasses several states. This project served the communities of Leupp, Dilkon, Cameron, Little Singer, and Tuba City in Arizona as well as Whitehorse Lake and Baca-Prewitt in New Mexico. During the COVID-19 Pandemic, challenges within indigenous American communities were exacerbated as many struggled to access resources to ensure health and safety. Specifically, the indigenous American communities struggled to maintain the basic hygiene practice of handwashing. For example, one in three Navajo people still don't have access to a sink or a toilet, and Navajo people are 67 times more likely than other Americans to live without running water or a toilet. IWSH recognized the need for these services and partnered with private and public groups to initiate a challenge across the nation to design, construct and deliver handwash stations to communities throughout the Navajo Nation. These stations were constructed to be water and energy efficient, be able to withstand intense heat and cold weather conditions, and be easily and affordably maintained by the community.

Impact: The handwash stations were designed to provide non-potable water for daily hand-washing and general hygiene for a family of six people for up to one month. The stakeholder group IWSH convened was able to produce and provide a series of these handwash stations to the Navajo Water Project for deployment across the Navajo Nation. These stations support and further enable handwashing in local communities and remote households, continuing the fight against the spread of viruses, and promoting further public health and hygiene awareness. Each organization brought their unique strengths and resources to the project. Coordination from the non-profits, community engagement from the local leaders, construction materials from private businesses, design support from academia, and construction from skilled and trained labor unions all contributed to the success of this project.

How-To: IWSH and the human rights non-profit staff deliberated ways to develop long-lasting support systems for the Navajo Water Project, enabling our teams to continue working together remotely and harnessing further skills and resources from across our shared network of plumbing industry partners. IWSH invited various groups to design handwash stations and held regular discussions via zoom to review the functionality of the systems. Community involvement and participation was integral to the success of this project. Local leaders requested support and informed community members about the services that would be deployed. IWSH knew that the different perspectives, ingenuity, thought processes, and skills could bring about a variety of solutions to develop handwash stations that meet the needs of communities in challenging geographic and climatic areas. By bringing together groups across the plumbing industry – those interested in providing clean water, safe sanitation and adequate hygiene services – IWSH was able to build a stakeholder group to focus on providing valuable services for disadvantaged and under-resourced communities. With this emerged a concept for new, mobile handwash station facilities that could be added to DigDeep's growing Navajo Water Project resources. In 2020, an initial prototype was built and tested with UA Local 400 and the Milwaukee School of Engineering, two IWSH partners in Wisconsin. These handwashing stations continue to serve the Navajo Nation and help reduce the transmission of infectious disease.

Budget: $30,000+

Funding: Private Financing, Foundations and Philanthropy

Tags: Service delivery improvement, Innovation, Cost Savings, Environmental Impact

Mobile wash station design

For more information, contact:

Christina Kaeini
Director of Government Relations
christina.kaeini@iapmo.org
737.280.8809

Resident utilizes the wash station

The Recycling Partnership: Expanding Plastic Recycling in Central Ohio

Project Description: A public-private partnership involving The Recycling Partnership oversees recycling contracts and education for over 40 Central Ohio cities, resulted in clear best practices for communication and an improved recycling system.

The Partnership's Polypropylene Recycling Coalition grants in late 2020 granted two materials recovery facilities (MRFs), one in Columbus, OH. The grants made allowances to make improvements to move from "bottles only" to also accepting polypropylene (i.e. yogurt cups, butter tubs) but without relaying that to residents, there would be no change in materials coming to the MRF. Communication between Rumpke and SWACO was critical.

A full communications campaign, improved MRF infrastructure and through clear communication has resulted in more material recycled, keeping it out of the landfill and in the circular economy.

City Challenge: Before the upgrade at the MRF, plastic containers like yogurt cups and butter tubs were not accepted and not included in educational materials being distributed throughout cities in central Ohio. Even though residents were using those materials daily and potentially seeing national news telling them that those materials were recyclable, they were not able to recycle those materials and instead having to send them to the landfill.

Impact: City recycling programs throughout Central Ohio added a new type of plastic to their recycling program and bolstered education about this improvement through harmonizing the message. With the support of the Polypropylene Recycling Coalition grant, they was able to go from providing a "bottles only" message to one that clearly communicates the acceptance of polypropylene. This change has led to a 735% increase in the polypropylene being captured. Residents throughout the region are now able to recycle more material originally destined for the landfill whether they utilize curbside or drop-off recycling services.

How-To: This project illustrates the power of communication between recycling facilities and their communities, and communities and their residents. Starting with the acknowledgement of an opportunity to capture more of the plastic in the stream and their open lines of communication and leading embracing the change and leading the charge to inform their residents this is a perfect example of what can be accomplished at a local level and scaled nationally.

Budget: Varied

Funding: NGO and other funding sources

Tags: Innovation, Environmental Impact, Regional recycling system

For more information, contact:

Craig Wittig
Sr. Director of Grant Implementation System Optimization
The Recycling Partnership
cwittig@recyclingpartnership.org

Truleo: Improve Police Professionalism with Body Camera Analytics

Project Description: Recent research shows that the use of body-worn cameras (BWC) alone does not significantly improve police performance and accountability. Specifically, there remains substantial uncertainty about whether BWC can alone reduce officer use of force. Cynthia Lum, et al. have shown a lack of conclusive evidence that police behaviors change solely from the use of body worn cameras and instead suggest that the use of BWC analytics for coaching, training, and accountability could successfully deliver on these promises.

Automated BWC analytics provides a method for departments to review 100% of their BWC videos to surface positive interactions that reinforce professionalism training and correct risky behavior as it occurs, fulfilling the promise of BWC. In this partnership with Alameda, we demonstrate that the use of BWC analytics combined with professional training leads to a substantial reduction in use-of-force occurrences, as well as an increase in positive behavioral changes in both officers and the community members they serve.

This partnership between Alameda Police and Truleo created an analysis of BWC data comparing the first half (H1) of 2021 (prior to analytics) vs the first half of 2022 (after analytics).

City Challenge: As many cities struggle with increasing tensions between police and the communities they serve, research has suggested that more professional behavior on the part of police officers can lead to more effective policing and higher levels of community trust. In particular, research suggests that officers using polite language and providing explanations of actions before they occur can lead to more positive interactions with civilians. Increases in positive interactions between police and community members have also been shown to lead to a general improvement in civilian compliance with police.

Impact: After Truleo BWC analytics were implemented, we observed the following changes in the Alameda PD data: 36% decrease in use-of-force, 30% drop in unprofessional officer language.
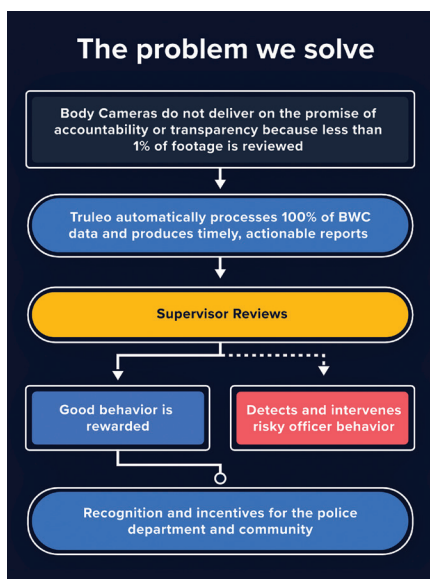
How-To: The data for this study were collected via an API provided by the department's evidence management system. Videos delivered via the API were fed through an audio extraction pipeline such that only the audio information of the video was retained in temporary memory for analysis. Audio was fed through machine-learned speech recognition models to obtain words and timestamps of valid speech in the audio file.

After officer / civilian identification, the resulting text was analyzed via natural language processing (NLP) models that identified certain events and labels.

Events were defined as language that indicated an event occurred in a BWC interaction, whether from the civilian or the officer. The two events relevant to this study were "use of force" and "non-compliance".

Use of force language was collected to cover the entire range of use of force, from de minimis force through lethal force. Some examples of language indicating use of force include "taser deployed" on behalf of the officer or "don't tase me" on behalf of the civilian. Similarly, "you're still refusing to cooperate" and "I won't comply" represent the language of "noncompliance" from the angle of the officer and civilian, respectively.

Labels were classified as professional or rude language. The professional language was dissected into the use of "polite" language and the use of explanation. Polite language includes the use of formality, gratitude, and politeness, such as "Mr. / Sir / Ma'am", "Thank You", and "Please", respectively.

Rude language is defined as profanity (whether directed or not - "f*** you" or "s***", respectively), insults (racial slurs), or threats ("I'm going to kill you").

In testing, the NLP precision for this study was over 90% for "use of force", "noncompliance", "threat", "profanity", "politeness", and "explanation".

Budget: $40,000

Funding: General Purpose City Funds

Tags: Service delivery improvement, Innovation, Cost Savings, Increased trust in the police

The Problem Truleo Solves

Chief Nishant Joshi Alameda PD

For more information, contact:

Chief of Police Nishant Joshi
njoshi@alamedaca.gov

City Manager Eric Levitt
elevitt@alamedaca.gov

Assistant City Manager Gerry Beaudin
gbeaudin@alamedaca.gov

Anthony Tassone, CEO
at@truleo.co

Waymo: Sky Harbor Airport - First in the World to Offer Fully Autonomous Ride Hailing Services at an Airport

Project Description: Waymo is an autonomous driving technology company with a mission to make it safe and easy for people and things to get where they're going. Waymo is focused on building, deploying, and commercializing the World's Most Experienced Driver™ technology to improve the world's access to mobility while saving thousands of lives now lost to traffic crashes. Waymo operates a fleet of fully autonomous vehicles (without a human driver) to offer ride hailing services. Phoenix, Arizona, is a key city of focus for current Waymo operations.

We are excited to highlight Waymo's partnership with Phoenix Sky Harbor International Airport which represents the first fully autonomous ride-hail service to an airport in the world – with no human driver behind the wheel. Members of the public can take Waymo's ride-hailing service between Phoenix Sky Harbor International Airport and Downtown Phoenix. Waymo service is available at the 44th Street PHX Sky Train® Station, and we are looking to expand to additional pick-up and drop-off locations in the future.

Operating in Phoenix and specifically at Sky Harbor Airport is an amazing opportunity for Waymo. Phoenix is the fifth-largest city in the U.S. by population and is one of the fastest growing cities in the country. Phoenix Sky Harbor International Airport is also one of the 10 busiest airports in the world.

City Challenge: Waymo and Phoenix are in alignment with our joint goal to make public roads safer. According to the World Health Organization there are 50 million injuries and 1.35 million deaths worldwide annually due to vehicle crashes. The majority of crashes in the US involve human choice or driving error.

The Waymo Driver, unlike a person, is never distracted, tired, or intoxicated improving road safety for those inside and outside of the vehicle. Waymo's fully autonomous ride hail service is an innovative service that supports Phoenix's Vision Zero plan.

Safety is at the core of Waymo's mission. Our commitment to safety is reflected in everything we do, from how we design, test, and deploy our automated driving system ("ADS"), which we call the Waymo Driver,TM to our operational practices and company culture. Waymo has built a comprehensive safety program to guide our development of fully autonomous driving technology for deployment in commercial ride-hailing serving the public.

Impact: Waymo offers a safe, reliable and zero emission ride hailing option for travelers coming to and from Sky Harbor Airport as the first autonomous vehicle provider to operate a public service at an airport.

As a recent example, visitors from around the country flew into Phoenix Sky Harbor Airport to attend the 2023 Super Bowl festivities. Waymo was able to provide Super Bowl visitors with safe, reliable, and sustainable fully autonomous rides from the airport to Downtown Phoenix. Being able to offer this world class experience to visitors is an achievement for Sky Harbor Airport, the City of Phoenix, and Waymo.

Phoenix Mayor Kate Gallego/ Waymo sky harbor 1

How-To: Starting the conversation early with Mayor Gallego and Sky Harbor was crucial to things going well from the beginning though to today, including being transparent and clear about each other's goals and concerns.

We've also worked closely and been transparent with Sky Harbor about the unique qualities of our technology that differ from traditional human driven ridehail services such that we can jointly plan and educate our teams accordingly. One example of this is stranded vehicles at airport property - given our vehicles don't have drivers, we worked with the airport to ensure their teams knew how to reach our staff and also felt confident about how our vehicles would engage, operate and comply with all regulations set forth by the airport and City of Phoenix.

The Sky Harbor team and Waymo have also built strong touchpoints and a regular meeting cadence to enable us to quickly collaborate and solve any challenges that arise; both parties have seen success in being flexible to explore creative solutions to enable our service to operate while still meeting our joint needs and goals.

Funding: Private Financing

Tags: Innovation, Environmental Impact, Safety

Phoenix Mayor Kate Gallego/ Waymo sky harbor 1

For more information, contact:

Phoenix Mayor Kate Gallego
mayor.gallego@phoenix.gov
602.262.7111

Airport Director Chad Makovsky

Noelle Duong
noelled@waymo.com

Zencity: Meet Me in Arlington' – Driving Economic Vitality Through Digital Media

Project Description: To amplify its 'Meet me in Arlington' economic vitality campaign, the city of Arlington, WA launched increased digital media efforts in 2022. The goal of these efforts was to help promote the businesses and events in their local economic district.

As part of that, the city partnered with Zencity to measure the effectiveness of the campaign on-the-go and increase its impact. The Zencity platform enabled the city to gather meaningful ongoing feedback from more residents and implement key takeaways from it into their campaign in real-time.

Based on the City of Arlington's increased digital media efforts and partnership with Zencity, the local economic district is poised to experience a significant boost in promotion and growth. The insights gathered through Zencity's platform will inform and enhance future strategies, ensuring continued success and prosperity for 'Meet Me in Arlington' and the businesses it supports.

City Challenge: The City of Arlington's downtown, like many others nationwide, experienced a decline in economic vitality and foot traffic in the aftermath of Covid-19. In response, the City partnered with public partners such as the Stilly Valley Chamber of Commerce and collaborated with Washington State University, Seattle North Country, and Downtown Business Association with the Meet Me in Arlington initiative in order to restore and strengthen local economic vigor in the city.

In 2023, the City increased its investment in the campaign to expand its digital media presence and reach. This involved developing videos, images, and paid social media advertising. However, a challenge arose when analyzing the effectiveness of the campaign across multiple channels. To ensure that the campaign was on track for success and to include more voices in the conversation, the investment required enhanced campaign marketing, analytics, and reporting capabilities for executive staff, mayor, city council, and business community. This would allow for meaningful takeaways and insights to be drawn from the entirety of the campaign's efforts and from across more of Arlington's communities.

Impact: Zencity has recently released its quarterly report for Q1 of 2023, providing Council and Staff with key insights into the drivers of positive sentiment towards the project. This data will prove invaluable for key staff members, as it will allow them to update digital media marketing strategies and improve their efforts moving forward. By tracking sentiment and reactions, Zencity offers an extra layer of data that will help support the investment in the project, as well as justify the expense over the long-term. With the ability to adapt communications based on the findings of the report, the project is well-positioned for success and resilience in the years to come.

Meet me in Arlington Insight

How-To: Here's a step-by-step guide to how the City of Arlington used the Zencity platform to evaluate the success of their digital media campaign 'Meet Me in Arlington':

Identify the key priorities of the project: The City of Arlington has identified the need to hear from more voices and to evaluate the effectiveness of their digital media campaign as key priorities for the initiative's success.

Set up a project on the platform: With the assistance of their Zencity representative, the city defined keywords, channels and the context from which to draw relevant interactions from all publicly available online sources.

Use Zencity to evaluate the digital media campaign: Zencity's platform automatically analyzes and identifies trends in the discourse and drivers of positive/negative sentiment.

Draw meaningful insights for reporting: As the data is analyzed insights and reports are created to help inform the city's decisions on how to adapt its strategy and improve the impact of the campaign.

By following these steps, the City of Arlington can effectively evaluate the success of their digital media campaign and make informed decisions about future marketing strategies.

General Tips: Zencity helps cities understand and address residents' needs and concerns. For cities partnering with Zencity to enhance and track a media campaign, it's important to define campaign goals before starting. Identifying the target audience is crucial for messaging and media channel selection. Zencity provides real-time data on campaign performance, such as sentiment analysis, reach, and engagement, enabling campaign adjustments as needed. The platform's data can be used to improve the media campaign, such as adjusting messaging based on audience response. Engaging with the audience by tracking feedback and concerns can build trust and improve relationships. Zencity provides valuable data and insights to enhance and track media campaigns, helping cities create targeted campaigns that achieve their goals.

Budget: $2k/mo for marketing contractor and digital support

Funding: General Purpose City Funds

Additional Investment: ARPA funding also being utilized.

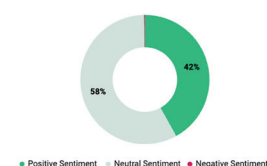**Tags:** Impact on City Economy, Increased tourism, Business benefits

Meet me in Arlington Holiday Card
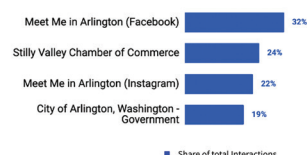
For more information, contact:

Mandy Kruger
Communications Specialist
mkruger@arlingtonwa.gov

Douglas Shontz
Customer Success Manager
douglas@zencity.io

Zipcar: Carshare Equity Programs: Our Community Carshare (OCCS) and New York City Housing Authority (NYCHA)

Project Description: OCCS: Zipcar partners with the Sacramento Metropolitan Air Quality Management District, the Sacramento Housing Authority, and Breathe California to serve low-income communities with electric vehicle (EV) carsharing through the Our Community CarShare program. With a goal of increasing access to zero-emission vehicles for low income Sacramentans, OCCS is a successful partnership model that has enabled clean shared mobility.

NYCHA: Zipcar partners with the New York City Housing Authority (NYCHA), the largest public housing authority in North America, to provide NYCHA residents with more accessible and cost-effective transportation options right where they live. Through the partnership, 80+ Zipcars are available for reservation at 24 NYCHA properties, making NYCHA one of the first public housing entities in the U.S. to offer car sharing for residents. Moreover, Zipcar offers discounted memberships for NYCHA residents and discounted hourly driving rates on all vehicles located at NYCHA developments.

City Challenge: As the world's leading car-sharing network, Zipcar's mission is to enable simple and responsible urban living by reducing the need for personal car ownership. Equitable access to transportation and environmental sustainability is a key benefit of the car-free and car-lite lifestyle Zipcar enables, especially with the increasing adoption of electric vehicles (EVs).

From our 2022 North American Transportation Survey, we know that convenient, affordable access to transportation improves community welfare. For example, in Zipcar's largest markets, the typical resident spends an average of $10,500 (citation available) annually on transportation expenses, the vast majority of which goes to the ownership and maintenance of a private car; in those same markets, Zipcar members report spending just over $2,580 annually, an average savings of 75%. These savings are especially high in certain markets.

The benefits and cost savings of Zipcar are particularly important to members with lower household incomes (<$35k)

76% say Zipcar has improved their quality of life

61% say Zipcar helps them have opportunities equal to others

(more data available)

Impact: OCCS: During the program's pilot year, nearly 600 Housing Authority residents took over 14,000 trips and drove more than 213,000 emissions-free miles. The program has expanded to eighteen EVs deployed in eight communities serving over 900 affordable housing units who rely on our vehicles for errands, appointments, and commuting; the program expansion included an expanded and modernized EV fleet, several additional communities and most importantly, the opportunity for more Sacramentans to share zero emission vehicles. Since the program launched, Zipcar estimates more than 330,000 zero emission miles have been driven and 12,500 gallons of gas have been saved; the program has been a success and continues to expand.

NYCHA: The NYCHA program has enabled us to increase carshare and transportation access in underserved communities and equity zones across NYC. The program, which started with 20 vehicles at ~12 sites, has since expanded to 80+ vehicles at 24+ NYCHA properties; this expansion has helped us provide a convenient and affordable transportation alternative to an increasing number of diverse neighborhoods and low- and moderate-income New Yorkers across the city.

How-To: Zipcar values the opportunity to work with various public policy and local/municipal partners to further Zipcar's mission of enabling simple and responsible urban living, all while encouraging our shared goals of discouraging personal car ownership, reducing traffic and congestion, and expanding sustainable transportation access (particularly in underserved areas and environmental justice communities). To that end, each public partnership opportunity is bespoke and tailor-fitted to the unique needs of each of our public policy and local/municipal partners, including the development, implementation, and funding of each program.

General Tips: Recently, Zipcar was awarded a $1,792,000 grant to provide electric car sharing in overburdened communities in New Jersey and plans to roll out EVs by year's end. (https://www.zipcar.com/press/news/zipcar-awarded-17m-grant-to-bring-evs-to-overburdened-communities-in-new-jersey)

We know there is a genuine need to support access to and education about electric vehicles, especially to communities that may not be able to afford the cost of ownership and specific EV requirements such as dedicated charging, parking and maintenance. To advance education about electric vehicles, Zipcar has developed The Zipcar EV Guide (https://www.zipcar.com/evguide).

Budget: As a publicly owned company we're unable to disclose financials that aren't otherwise public. Thank you for your understanding.

Funding: State Grants, California Climate Investments

Tags: Innovation, Environmental Impact, Impact on City Economy, Transportation Equity

OCCS EV parked at charging station.

Zipcars parked in NYCHA carshare parking spaces.

For more information, contact:

Brian Honan
Senior Vice President of Intergovernmental Affairs, New York City Housing Authority, Office of Intergovernmental Affairs
212.306.8108, Cell: 917.418.1142

OCCS: Will Sowers
Senior Manager, Public Partnerships & Policy
wsowers@zipcar.com
434.249.4546

NYCHA: Torrey Fishman
Manager, Public Partnerships & Policy
tfishman@zipcar.com
410.530.2957

THE UNITED STATES CONFERENCE OF MAYORS

Tom Cochran

Tom Cochran, CEO and Executive Director

1620 Eye Street, NW
Washington, DC 20006
Tel: 202.293.7330

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