

Private Sector Associates of
The United States Conference of Mayors

United States Conference of Mayors
Business Council 2024 Best Practices Report

Mayors and Businesses Driving Economic Growth

2024



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The United States Conference of Mayors is the official non-partisan organization of cities with each city represented in the Conference by its chief elected official, the mayor.



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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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AIRBNB: City Portal 2.0

Project Description: Airbnb’s City Portal is built exclusively for governments and tourism organizations, that includes tools and locally-specific data for a deeper partnership with Airbnb. This year, Airbnb was excited to introduce new features that make the City Portal an even more valuable resource for governments and tourism organizations around the world. Updates include:

- New tools to help users directly engage with their local Airbnb Host community and encourage responsible hosting practices.
- Expanded data insights to help city leaders and tourism officials make informed decisions about short-term rentals and tourism in their community. These include metrics on the number of guests in a given month, aggregated insights into where guests are traveling from, survey data on the average amount an Airbnb guest spends per day, and top local business recommendations from Hosts.
- Improved compliance capabilities to help local governments enforce their short-term rental laws.
- Streamlined user interface to help users more easily access key Airbnb tools and resources. These include our 24/7 Neighborhood Support Line, dedicated law enforcement portal, informational articles on how we handle community disturbances, and anti-discrimination and accessibility on our platform.

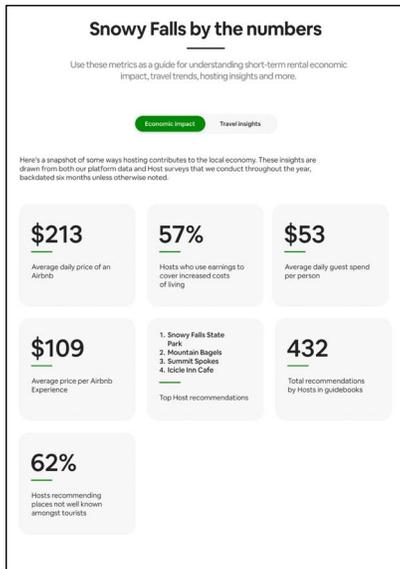
City Challenge: The updates to the City Portal are part of Airbnb’s ongoing efforts to work collaboratively with lawmakers to balance the benefits of home sharing with the needs of communities.

Impact: The City Portal’s tools help maintain a city’s short term rental regulations, which is vital to daily operations. The City Portal also provides valuable insights into the behavioral trends of tourists. This wealth of information is instrumental in designing effective public policies and impactful promotional campaigns. Through the data received from Airbnb, cities can obtain a more comprehensive understanding of the market in the hospitality sector, such as destination trends and traveler behavior, among others, and thus better direct support work to the state’s tourist municipalities.

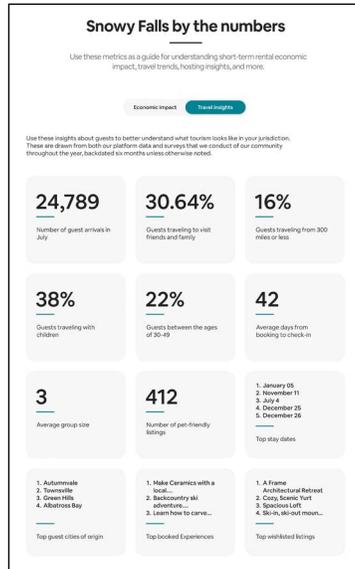
How-To: In 2020, Airbnb launched the City Portal as a first-of-its-kind resource to help local governments and tourism organizations better understand the Airbnb landscape and tourism trends in their community, as well as offer tools to help cities enforce their short-term rental laws. The City Portal initially launched with 15 pilot cities.

Three years later, we’ve expanded the City Portal to more than 430 jurisdictions around the world and remain the only short-term rental platform that offers local governments this kind of technology. We continue to innovate to ensure home sharing strengthens communities, and spent the past few years gathering feedback from users to make improvements to the City Portal.

Tags: Service delivery improvement, Impact on city economy, Increased tourism



Airbnb’s City Portal provides a snapshot of ways that hosting on Airbnb contributes to the local economy of a community.



Airbnb’s City Portal provides insights about guests to better understand what tourism looks like in a particular jurisdiction.

For more information, contact:

The City Portal covers more than 430 jurisdictions around the world.

Sarah Montell
North America Partnerships Manager
Sarah.Montell@airbnb.com
740-816-9949

AtkinsRéalis: American Rescue Plan Act (ARPA) Emergency Funding Support for Economic Recovery

Project Description: The City of Miami was awarded \$137,639,417 Coronavirus State and Local Fiscal Recover Funds (SLFRF) and procured the administrative services of AtkinsRéalis Inc., experts in Grants and Emergency Management, to assist with program management support, eligibility of funds, stakeholder coordination support, project monitoring, site visits, community engagement support, and reporting the use of funds to the U.S. Treasury.

The City will use these funds to assist its residents and businesses in rebounding from the pandemic. Some of the projects supported with immediate response funds include affordable housing, homeless assistance, salary assistance for essential workers, job training, small business and nonprofit assistance, water, sewer, and broadband infrastructure, public park improvements, childcare assistance, senior care assistance, transportation assistance, at-risk youth programs, and mental health assistance programs.

City Challenge: The pandemic had a profound, long-term negative effect on the pre-existing affordable housing crisis facing low-income households. The combination of higher-income households who weathered the pandemic without significant income losses and housing supply constraints exacerbated by the pandemic have driven a sharp increase in the sale price of homes. Meanwhile, many low-income renters and homeowners are still struggling with lost employment and are behind on their housing payments, leading to even a bigger homeless crisis. The pandemic also had a profound impact on local nonprofits and businesses that historically provided programs serving the disadvantaged. One of the biggest challenges faced by local nonprofits was the drop in donations and support.

With AtkinsRéalis' support, the City of Miami recommended modifying distributions originally proposed by its districts and reallocate funding to address the most immediate expenditure activities City-wide.

Impact: ARPA allocations are being directed toward vulnerable and disproportionately impacted communities. A large portion of funds are directed toward the homeless population, senior citizens, and youth. These services include daycare, transportation and providing access to internet services.

The City of Miami has also directed ARPA funds toward restoring cultural centers and museums that were forced to close during the pandemic. The Parks Department will focus ARPA funds on upgrading and rehabilitating existing parks.

The City is also focusing their ARPA funding on employment, job training, and small-business growth. The goals are to support the City's local workforce and families, as well as helping the disadvantaged rebound from the pandemic.

How-To: AtkinsRéalis uses a linear process to determine project eligibility, approvals and monitor the progress of each project to report to the U.S. Treasury. Once the City's District offices and Departments propose a project, AtkinsRéalis reviews the eligibility of the project for ARPA SLFRF funding. If the project is eligible, the City Commissioners, also responsible to approve the City's budget, review and approve each one.

If the project is managed by a subrecipient/beneficiary, the City enters into a grant agreement with each organization to monitor and document the use of funds. Agreement execution obligates the use of ARPA funds for each project. If the project(s) is managed by the City, then the corresponding Department will oversee the project(s). All agreements are developed, reviewed, and managed by the City's Attorney's Office, with the support of AtkinsRéalis. Data collection is critical to the delivery of services to meet the needs of the community working to recover from the pandemic. The City requires each organization and corresponding City department to submit monthly and quarterly reports to the Office of Management and Budget (OMB) to monitor and report the project's progress to the U.S. Treasury. The City and AtkinsRéalis utilizes various software, ex. Microsoft Teams, Microsoft Lists, SharePoint, e-Builder, and Monday.com, to maintain a robust documentation and compliance record regime. Additionally, the City performs site visits for each project and documents each visit as part of its project monitoring process.

As these projects progress, the City and AtkinsRéalis will update and monitor the success against expected outcomes. Individual entities receiving grant funds are expected to report data on key performance indicators (KPIs) and whether outcomes are being met. It is important to note that all ARPA SLFRF funds must be obligated by December 31, 2024, and expended by December 31, 2026.

General Tips: Additional information and reports relating to the City's award and use of ARPA SLFRF funds can be viewed and accessed on a dedicated page at the City's Website. Publishing this information conveys transparency, increasing trust in the program and stewardship of the taxpayers' funds.

Budget: \$137M of City of Miami's ARPA SLFRF Program.

Funding: Federal Grants State and Local Fiscal Recovery Funds, U.S. Department of the Treasury

Tags: Innovation, Environmental impact, Impact on city economy, Jobs created, Increased tourism, Business benefits, Other: Housing Assistance, Public Safety, Homeless Assistance

For more information, contact:

Marie "Maggie" Gouin
Director of Management and Budget
City of Miami, Office of Management and Budget
305-416-1585
MGouin@miamigov.com

Alejandro Irizarry-Velez PE, PMP
Project Manager
305-507-6648
Alejandro.Irizarry@atkinsrealis.com



City of Miami Golden Pines Neighborhood Improvements



Latin Chamber of Commerce (CAMACOL) at Miami Dade College - MAGIC Animator Workshop

Axon Enterprise: Enhancing Public Safety Efficiency Through AI-Assisted Report Writing

Project Description: Fort Collins Police Services serves a community of over 170,000 residents with 234 sworn personnel and 140 professional staff personnel. Through the leadership of Chief Jeff Swoboda, the agency has been at the forefront of leveraging technology to increase efficiency allowing their officers to do what they do best — serve the community.

Axon has partnered with Fort Collins Police Services, and other agencies across the United States to trial Draft One, a revolutionary new software product that drafts high-quality police report narratives in seconds based on auto-transcribed body-worn camera audio. Draft One leverages Artificial Intelligence (AI) and includes a range of critical safeguards, requiring every report to be reviewed and approved by a human officer, ensuring accuracy and accountability of the information before reports are submitted. Draft One is the latest giant leap toward Axon's moonshot goal to reduce gun-related deaths between police and the public. Axon developed Draft One to positively impact the trajectory of what officers can achieve, allowing them to reclaim time for more meaningful and impactful work, such as investigations, patrol, training, wellness and rest.

City Challenge: Police departments across the U.S. are understaffed. While agencies are emphasizing hiring and retention, demand to fill open roles is low. The shortage results in longer response times to calls for service and officers working overtime, which can lead to burnout and be costly for taxpayers. Axon found that every week officers in the U.S. can spend up to 40% of their time — or 15 hours per week — on report writing. Additionally, the quality of reports varies, impacting judicial outcomes and the efficiency of the legal process. Report narratives are written following calls for service and incidents in the community and are used to summarize these incidents within the overall police report. Draft One accelerates the tedious task of reporting like no other solution before, leveraging AI to create a draft narrative quickly. Audio from Axon Body 3 and 4 (BWC) camera footage is uploaded over LTE and transcribed automatically, so report drafts are available within five minutes of an incident ending. Ultimately, Draft One has the potential to augment and amplify officers, giving them back time to better serve their communities.

Impact: In Fort Collins, Officers have seen an 67% reduction in time spent on report-writing by leveraging Draft One. "With over 27 years of experience in law enforcement, I have seen technology come and go, but Draft One is one of the most exciting innovations for law enforcement I have ever seen," said Fort Collins Colorado Police Services Sergeant Robert Younger, "Our Officers have also shared that the quality of their reports has improved substantially, with Draft One including statements and actions that could have easily been overlooked or missed if done manually. Draft One has exceeded our expectations and will be a huge asset to our agency." Draft One agency trials have resulted in roughly one hour of time saved per day on paperwork. For every eight officers who use Draft One during their day, that translates to an extra eight-hour shift or more. When officers can spend more time connecting with the community and taking care of themselves both physically and mentally, they can make better decisions that lead to more successful de-escalated outcomes. Draft One also increases job satisfaction by helping police officers get a quality head-start on a high-volume, time-consuming task.

How-To: Draft One is available today in the U.S. as part of the Axon ecosystem and works for Axon body-worn cameras. Draft One was built on top of Microsoft's Azure OpenAI Service platform. Data is always secured within the Axon network, where transcripts and reports maintain agency security controls. Using Axon Body cameras, Draft One narratives are automatically available when BWC audio is uploaded using Auto-Transcribe. No action is needed by the user to prep the audio file or convert evidence. Once that audio is uploaded, the draft can be generated automatically in seconds. Thoughtful and required safeguards keep humans-in-the-loop and ensure police reports are reviewed and edited before submission.

Safeguards include:

- **Restrict by Incident Type:** Agencies can restrict Draft One usage by incident type, charge level, or whether an arrest was made.
- **Required Human Review and Sign Off:** Officers must review their reports, fill in the key missing information and sign off on the accuracy of each report before submitting.
- **Officer Training:** Training resources and prompts are integrated throughout the Draft One application and available in Axon Academy.
- **Secure Data:** Data is never shared with public AI databases like Chat GPT. All data is always secured within the Axon Network; no information will be shared outside of your agency.

General Tips: Axon rigorously tests AI-enabled products to measure inherent bias in the models before they are released. Axon also actively seeks external feedback from its Ethics and Equity Advisory Council (EEAC) and others during product development, as it has with Draft One. Input from Axon's EEAC resulted in purposeful additions to Draft One's development process and resulting product. Axon conducted a double-blind study with 24 independent experts (district attorneys, field operations command staff and inclusion scholars) to compare the quality between report narratives written with Draft One and those without. Results showed that Draft One performed equal to or better than officer-only report narratives across five dimensions (completeness, neutrality, objectivity, terminology and coherence). With higher quality and more consistent reports, the judicial system will have more clear, factual information to use to help accelerate justice when called for.

Tags: Service delivery improvement, Innovation, Cost savings, Other - Public Safety

For more information, contact:

Sergeant Robert Younger
Fort Collins Colorado Police Services
ryounger@fcgov.com

Laken Ferreira
Senior Director, Government Affairs

Michael Einstein
Senior Manager, Government Affairs
govaffairs@axon.com



Scan this QR code or go to www.axon.com/products/draft-one to learn more.



Bank of America: 4840 Mission

Project Description: BRIDGE Housing, which in 2015 had purchased a 1.2-acre site at 4840 Mission Street, submitted a winning NOFA application. Their proposal would transform the under-utilized site, previously occupied by a mortuary and surface parking lot, into a 137-unit mixed-use affordable housing development (the “Project”). Over half of the units will be family-sized 2-and 3-bedrooms, and 20 percent will serve formerly homeless individuals and families. In addition, the ground floor will include a 10,000- sf new home for community-based health clinic, Mission Neighborhood Health Center (“MNHC”). The Project will also include a 5,000-sf community-servicing retail space, which like the rest of the parcel will be maintained as affordable in perpetuity, thanks to MOHCD’s ground lease provisions.

City Challenge: San Francisco’s tech booms at the turn of the century reshaped its economy and made the city increasingly unaffordable for long-time residents and small businesses. Rents for both housing and commercial space have increased by multiples, challenging the City to stop the loss of lower-income families and businesses. San Francisco (the “City”) responded with a two-pronged policy strategy to prioritize spending for housing and expedite production. To enhance spending, in 2015 San Francisco voters were asked to approve a General Obligation Bond (“GO Bond”) that would generate over \$300 million for affordable housing, with half the units targeting low- and middle-income San Franciscans. The measure was successful. The Mayor’s Office of Housing and Community Development (“MOHCD”) subsequently issued a Notice of Funding Availability (“NOFA”) to developers for acquisition and predevelopment funding for affordable housing projects that would include community-servicing commercial space.

Impact: Housing & Health. Bank of America is committed to supporting developments that combine health and housing because we recognize that service-rich affordable housing leads to better health, education, and economic mobility outcomes for residents and the surrounding communities. The Project, dubbed Islais Place, will be the first major affordable housing project to be built in the City’s Excelsior District in over 20 years and helps meet the desperate need for new housing units for a range of incomes (30-80% of Area Median Income). The new clinic space will enable MNHC to double its community impact from 3,000 to 6,000 patients per year. Available services will include primary care, prenatal, and pediatrics in 11 exam rooms, plus community education, behavioral health, and dental services – all to be available to Project residents.



How-To: While the Project is nearing completion in 2024, it’s been a historic partnership over a decade in the making among MOHCD, BRIDGE, and Bank of America that has brought it to fruition. Bank of America worked closely with the City and BRIDGE through the complex deal structure negotiation that created two distinct air rights parcels – one for the health center, the other for the residential and retail portion – that were required to meet the various public and private funding requirements. Upon conversion to permanent financing, the housing and retail will be owned by a limited partnership between BRIDGE and the Bank, while the health center will be owned and operated by MNHVC. BRIDGE and Bank of America closed on financing for the Project in June 2021.

Budget: The Bank provided construction debt and a LIHTC investment totaling \$117 million.

For more information, contact:

Brian Putler
Senior Vice President, Public Policy Executive
Brian.putler@bofa.com
(916) 326-3137

Black & Veatch: Village of Key Biscayne Resilient Infrastructure and Adaptation Program

Project Description: As increasing storm events and rising sea levels caused by climate change spur waterfront communities to harden their infrastructures, the village of Key Biscayne in Miami-Dade County, seeks to develop more resilient and sustainable infrastructure. The five-mile-long barrier island with more than 14,000 residents selected Black & Veatch in 2022 to lead the multi-functional, multi-year Resilience Infrastructure and Adaptation Program to fortify the village against natural threats to protect its way of life. Among other things, the Elevating Our Island Paradise program will help mitigate future environmental risks and infrastructure-related vulnerabilities and adapt to climate change over a 30-year planning horizon. Focuses will include stronger shoreline protection, stormwater systems upgrades, roadway improvements, utility hardening and regulatory modernization.

City Challenge: Given climate change challenges, Key Biscayne has selected Black & Veatch to help develop the road map for more resilient, revitalized and sustainable infrastructure. Any such ambitious, transformational infrastructure project requires buy-in from the community and local governing bodies, including the village council. During his January 2024 “State of the Village” address, Key Biscayne Mayor Joe Rasco praised the council “for not doing what many legislative bodies do, which is to kick the proverbial can down the road to the next generation. No, we are acting now.” In February, the village selected a communications firm for communications and community engagement services regarding the infrastructure resilience program. “The communications goal will be to inform residents, build consensus and educate the community about the importance of a stronger, more resilient Key Biscayne,” said Village Manager Steve Williamson.

Impact: As part of the ambitious, comprehensive resilience program, Key Biscayne is partnering with the U.S. Army Corps of Engineers and Miami-Dade County in developing solutions to protect the village’s beach and bayside shorelines. The village is also redesigning and rebuilding its stormwater drainage system and roads to maximize drainage effectiveness, reducing flooding while enhancing its streetscape to improve traffic flow and safety. Additionally, Key Biscayne will be undergrounding its electrical and communication grids to harden it against the impacts of storms and wind incidents. It will replace aged water and sewer lines; and policies, building standards, zoning regulations and ordinances will be updated to weave resilience into future projects. The goal is to upgrade the stormwater systems to alleviate chronic flooding while improving the shoreline, hardening utilities for varying conditions, enhancing readiness for storms and emergencies, and improving quality of life.



How-To: Coordination and collaboration are central to such an integrated, ambitious and comprehensive program to greater resilience, and it begins with dialogue between crucial stakeholders at the governing level. Key Biscayne’s Office of Resilience and Sustainability and Public Works Department agreed upon the validity of the program meant to prepare the village and its residents to adapt to chronic threats of climate change and sea level rise while bolstering readiness for acute environmental threats such as hurricanes. Village leaders lined up funding sources, targeting relevant state and federal grants in addition to dedicated monies from the municipality’s general fund.

Underpinning everything is effectively communicating the program’s scope and relevance to the community, then selecting the experts who will make the vision a reality. As Councilmember Fernando Vazquez wrote in the *Islander News* in September 2023: “Our choices in this defining moment will reverberate through time, setting the course for our island’s trajectory. This endeavor goes beyond financial allocations; it encompasses a judicious investment in projects that will fortify our resilience, bolster our community, and safeguard the cherished heritage of our island paradise.” He added: “As we navigate our path, let’s recognize that today’s choices echo through time, molding the narrative for future generations.”

General Tips: Holistic communication with all stakeholders is the foundation of this and similar impactful efforts. While the public is fully aware of the issues and the need for hardening their infrastructure, securing their buy-in is essential. To do this, residents need to have a clear understanding of the specific work and anticipated schedule, the associated cost, and the potential inconveniences during implementation of such complex program over several years.

Funding: Village General Obligation Bond, Hazard Mitigation Grant Program, Florida Clean Water State Revolving Fund, Resilient Florida Grant, EPA Community Grant

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

For more information, contact:

Village Manager Steve Williamson
Village of Key Biscayne
swilliamson@keybiscaynefl.gov
(305) 365-5514

Mike Houda
Resilience Program Manager
Black & Veatch
Houda@bv.com

Care Solace: Bridging Access Gaps to Mental and Social Services for Every Resident

Project Description: The City of Murrieta, CA launched a three year partnership with Care Solace to close the gaps in access to mental health care and wrap-around social, community, and medical services. In support of the 120,000 Murrieta residents, as well as the school district and city departments/agencies, Care Solace serves as a central navigation hub to connect individuals to providers and services. Through a dedicated QR code, phone number, email, and warm handoff process, every resident connects live with a Care Companion who assesses their needs, navigates the mental health care system, finds culturally relevant providers, locates wrap-around social services, secures appointments, and remains available to the resident ongoing. Care Solace’s coordination services and cloud-based platform enable the City of Murrieta to aggregate access to all available behavioral, mental, social and community services, and to enable support for every resident irrespective of insurance, language, culture, and need. First responders, homeless teams, city council, city offices, libraries, parks and recreation, nonprofit organizations, churches, CBOs, and even HR refer residents and city employees to Care Solace.

The data and insights gathered through the Care Solace platform will be used to inform city programs, policies, and strategies, ensuring the ongoing wellbeing of residents and city staff.

City Challenge: Murrieta faced access challenges: limited providers, unavailable beds, fragmented services, static shared lists, obstacles related to no insurance and public insurance, scarcity of culturally relevant care, and obscured provider availability.

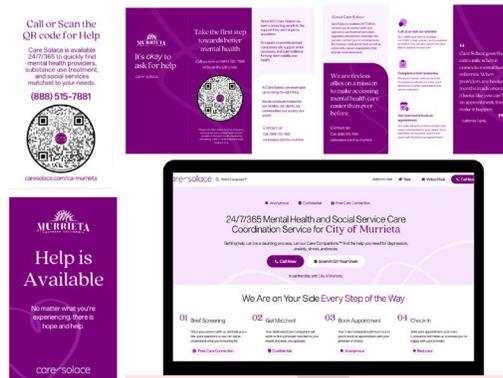
Complicating the crisis, first responders are often forced to make decisions about mental health care, with jails and hospitals as the default destinations for residents struggling. From Murrieta Mayor Lori Stone’s perspective, “Our main priority is ensuring that all of our residents have access to necessary resources and solutions. Mental health is a top crisis in America, which led us to partner with Care Solace. Regardless of insurance or severity of need, Care Solace is there for our residents and those that work in Murrieta, seven days a week, 24 hours a day, 365 days a year. Anyone can speak to a live person to help navigate the care system, which is invaluable.”

This partnership allows residents to quickly connect for free with mental health care, reflecting Murrieta’s commitment to safety and responsive community services.

Impact: Care Solace provides the City with key insights, which the City Council is using to develop responsive community programs. A citywide campaign, “It’s Okay to Ask for Help” was launched to let residents know about Care Solace services. The QR code, phone number and website are displayed throughout the city.

Since its launch in December 2023, Care Solace has supported over 1,200 residents, matching them with services/providers in 2.3 days and connecting them to care in 4.7 days. 55% of those assisted had public, military, or no insurance, aiding even the most vulnerable populations.

Data insights reveal that 40% sought therapy referrals, and 38% needed advanced care like hospitalization, detox, and interventions. The highest levels of anxiety and suicidal ideation were in Hispanic communities, with 69% of referrals aged 18-25 struggling with depression and 34.5% experiencing suicidal ideation and self-harm.



Branded city collateral and Care Match, a self-service tool that connects residents with care.

How-To: Murrieta effectively engendered community awareness of Care Solace with a comprehensive implementation plan that can be replicated by other cities. The initiative began with a launch party at a city hall meeting where the partnership was announced and materials such as business cards and flyers with QR codes were distributed to generate excitement and awareness. Developing partnerships with first responders, including the police and fire departments, was key to the strategy. This collaboration enhanced their ability to assess, triage, and support individuals facing mental health issues.

Promotion across various platforms was crucial for the success of this initiative. Murrieta utilized multiple touchpoints, including regular 30-minute training and overview sessions tailored for different groups such as city staff, first responders, mental health practitioners, and teams working with the unhoused. The strategy incorporated diverse communication channels including press releases, social media posts, a monthly mental health column in email and print communications, local TV station ads, appearances, and interviews.

Community engagement efforts were vigorous, featuring a constant presence at city events, meetings, and public outings with informational materials readily available. Materials were also distributed to local churches and community centers, and signage was placed in public bathrooms to promote the services. Partnerships with local schools and special events like the “A Day in Her Shoes” event on International Women’s Day further broadened the outreach. First responders played a crucial role, equipped with flyers and business cards featuring a QR code to provide immediate access to services for those in crisis situations, such as victims of violence or substance abuse.

General Tips: The City recognized the keys to success were twofold: a citywide campaign that removes stigma and offers the services for free to the residents, and robust data collection to develop insights and inform policies and programs.

Budget: \$166,500 annual budget for the overall program to be offered free to all residents. Year 1 was funded by grants.

Funding: Federal Grants, General Purpose City Funds

Tags: Service delivery improvement, Innovation, Behavioral Health Care and Social Services Access



Mayor Lori Stone shares the Murrieta referral card.

For more information, contact:

Lori Stone, Mayor of the City of Murrieta, CA
LStone@murrietaca.gov

Anita Ward, Chief Growth Officer,
anita@caresolace.org,
213-880-1238

CityHealth: Establishing a Right to Counsel in New Orleans

Project Description: New Orleans has a reputation for being a vibrant entertainment destination, but it has not always been at the forefront of addressing public health challenges. “Everything touches public health,” said Mayor Cantrell.

“We were not ahead of the curve nationally.” With nearly a quarter of its population living below the poverty line and 62% of renters spending over 30% of their income on rent, the economic disruptions from the COVID pandemic pushed the city toward an eviction crisis. There were also significant disparities: households headed by Black women faced the highest eviction rates, and some majority-Black neighborhoods had eviction rates exceeding 10%. Nationwide, only 4% of tenants have legal representation in eviction cases, compared to 81% of landlords. Tenants with representation are much more likely to remain in their homes, avoid evictions on their records, get more time to move, and avoid forced displacements.

City leaders knew they needed to take action to support renters, and one policy solution stood out: Legal Support for Renters, which provides a guaranteed right to counsel for eligible tenants and is one of the 12 policy solutions that CityHealth promotes.

City Challenge: New Orleans is known for its history as the birthplace of jazz, its status as a top culinary destination, and its unique cultural heritage that attracts tens of millions of visitors annually. But as a majority-renter city with a large workforce in the hospitality and entertainment industries, residents have been disproportionately impacted by the national housing crisis. Increasing rents have led to an eviction rate that is nearly double the national average.

CityHealth, an initiative of the de Beaumont Foundation and Kaiser Permanente, works with cities to adopt prevention-oriented policies that can improve health outcomes and promote health equity. Since 2022, CityHealth has partnered with New Orleans Mayor LaToya Cantrell and the New Orleans Department of Health to implement healthy policies that promote longer, healthier lives for all residents. One of the policies that New Orleans implemented is “Legal Support for Renters,” which provides a right to legal counsel to renters facing eviction.

Impact: With support from CityHealth, the New Orleans City Council unanimously passed one of the strongest Legal Support for Renters policies in the nation. The city’s policy provides all eligible tenants with legal representation during an eviction and related proceedings.

The city partners with Southeast Louisiana Legal Services and Jane Place Neighborhood Sustainability Initiative to inform renters facing eviction of their right to free legal representation. To date, more than 1,789 tenants have received support, with 97% receiving a favorable outcome — a 450% increase. Nationwide, cities with Legal Support for Renters policies have seen a decrease in evictions by as much as 30%, helping to keep tenants in safe housing, reducing homelessness, and supporting a healthier city.

In December 2023, thanks to the passage of the Legal Support for Renters policy and the presence of strong policies in four other areas, CityHealth awarded New Orleans with an overall gold medal — one of only seven in the country and the first in the city’s history.



CityHealth and New Orleans Mayor Cantrell

How-To: CityHealth partners with the mayors and policymakers of America’s 75 largest cities to adopt health-promoting policies in its 12-policy package. CityHealth and our partners can provide technical assistance, expertise, and other resources to cities at no cost to partner cities.

CityHealth assesses cities yearly and awards gold, silver, bronze, or no medal for each policy area. 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.
- Celebrate your city’s successes by utilizing CityHealth’s social media and communications resources to share your city’s successes.

Connect with us today at info@cityhealth.org or through social media.

General Tips: Not one of the 75 largest cities that CityHealth partners with? No problem. Cities of any size can adopt policies in the CityHealth policy package. CityHealth’s research, data, and policy information are available for free at cityhealth.org.

Budget: \$ 2 million

Funding: General Purpose City Funds

Tags: Other = Housing, Public Health



CityHealth presents the New Orleans City Council and Department of Health with the city’s 2023 Overall Gold Medal.

For more information, contact:

Jeanie Donovan
Deputy Director, Population Health & Disease Prevention
New Orleans Health Department
Jeanie.donovan@nola.gov

Akeem Anderson
Government Affairs Director
CityHealth
akeem@cityhealth.org

Coalition on Adult Basic Education: Adult Education, the Talent Pipeline and Economic Engine

Project Description: In 2017, COABE kicked off “Educate and Elevate”, the six time award winning campaign that led to funding for and awareness of the transformational value of adult education as a talent pipeline for today’s workforce. This campaign continues to grow each year since 2017, and showcases state data sheets, a literacy heat map that drills down to the county level, and local success stories.

One component of the campaign is ongoing work with mayors, governors, and members of Congress through the State Advocates for Adult Education Fellowship (SAAEF), a hands-on advocacy training program for adult educators, adult learners, and friends of adult education. During the yearlong nationwide program, each fellow shared with their mayors their experience with adult education providers in the city and how engagement opportunities were provided including invitations to graduation events, learning fairs, social media campaigns, legislative events at the state’s capitol, and the opportunity to issue a proclamation for the national Adult Education and Family Literacy Week (AEFL Week)!

City Challenge: Did you know that the city of Houston, TX is the only city with a designated office for Adult Literacy? “The Mayor’s Office for Adult Literacy (MOAL) envisions a Houston where every individual can obtain the skills necessary to prosper and reach their full potential.”

MOAL works to: improve Houston’s economy and reduce fiscal spending by boosting the city’s literacy rates and its residents’ ability to make higher earnings, enhance adult literacy advocacy and awareness at the local, state, and national levels, assess the needs of literacy providers and adult learners in Houston to inform action steps, foster partnerships to leverage resources benefiting adult literacy and workforce development systems, advise on public policies that place adults on a pathway to learning and improving their standard of living, positively impacting their families and communities, position adult literacy providers for success in supporting adults and families, support capacity building and help programs work together to improve learner outcomes, and build capacity and sustainability through researched planning models to support the current and future needs of adult literacy in Houston.

Impact: Since its inception, MOAL has: engaged over 100 community stakeholders to provide strategic input to the office; Launched the Bridge Digital Academy which engaged 21 adult literacy providers and served 2,262 learners; Managed 5 computer labs that extend digital literacy access under an ARPA-funded Digital Literacy Equity Project (3-year, \$3.9 million.); Fostered partnerships between employers and adult education providers to support the language needs of their teams, impacting workplace safety, customer service, and access to career opportunities distributed 3 book donations totaling over 67,000 new books to low-literacy Houston families distributed 250 laptop computers to adult literacy programs. Organized the city’s Digital Literacy Symposium offering access to advanced ed tech software, tools, and trainers to build digital skills expertise. Sponsored Mental Health, Financial, Math, and Environmental Literacy provider training, offering access to advanced ed tech software, tools, and trainers to build digital skills.

How-To: Created in 2019, the Mayors’s Office for Adult Literacy is the only of its kind in the nation and a model for city and non-profit partnerships focused on improving the economy through functional literacy and education.

MOAL continues an over 40-year tradition of City of Houston support for Adult Literacy that started in 1988 under the administration of Mayor Kathy Whitmire with the formation of the READ Commission.

The name “Mayor’s Office for Adult Literacy” has become recognized nationally in the field because it reflects the type of visionary civic leadership and commitment Houston provides to adult literacy efforts. Literacy offices in other cities and states have reached out to learn about our model for community engagement and collective impact.

Learn more about MOAL at <https://www.houstontx.gov/adultliteracy>. Learn more about COABE at www.coabe.org.

General Tips: Adult Education is an economic catalyst that helps break generation barriers and breathes life into economies at the city, state, and federal level. Partner with your local adult education programs that are serving the impoverished, giving them a hand up and out of poverty into family sustaining jobs and community college.

Budget: \$25,000

Funding: Foundations and Philanthropy, General Purpose City Funds

Additional Investment: COABE runs completely on private donations and grants. The Mayors Office of Adult Literacy braids funding from multiple sources and has grown far beyond the seed funding provided by the city.

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



Mayors supporting adult education by issuing a proclamation for National Adult Education and Family Literacy Week 2023.

For more information, contact:

Jaqueline Aguilera
jaqueline.aguilera@houstontx.gov

Sharon Bonney
sharonbonney@coabe.org

Deloitte: City of San Diego's 311 Get it Done

Project Description: Deloitte implemented a state-of-the-art non-emergency reporting system called “Get It Done” to support the City of San Diego’s employees and resident needs. The solution offers key capabilities such as interdepartmental case management with automated case routing, service level reporting, knowledge articles, external notifications, reminders, document generation, and key code enforcement-related inspections features. The solution is built using the Salesforce Government Cloud Plus SaaS platform. Additionally, it integrates seamlessly with existing City technology applications, which are essential to support departmental specific needs. With a human centered designed approach, the Get It Done Field crew application is designed mobile-friendly, allowing City workers to conveniently access and update Cases and Work Orders directly from the field. This mobile capability enhances efficiency and responsiveness in addressing City needs. Get It Done can be accessed through the web at www.sandiego.gov/get-it-done or Apple App Store or Android Google Play Store.

City Challenge: The City of San Diego was using several aging and disconnected IT systems to support the needs of its departments and residents. As a result, the City struggled with limited visibility into the status of critical service requests, a lack of metrics to accurately monitor City-wide service levels, and highly manual communication processes across departments, resulting a fragmented and decentralized support processes. Consequently, San Diego residents had a difficult time knowing how and where to report City issues and, after being reported, knowing if their service requests were actually being processed. This lack of transparency and coordination was resulting in increasing resident frustration that needed to be addressed with a more advanced and resident friendly reporting experience.

Impact: The 311 solution is designed to increase the efficiency of the City’s departments and improves the San Diego resident experience by ensuring the appropriate information gets captured during service request creation to support automated routing. Additionally, it enables new channels of communication to be leveraged, such as a community portal and automated service request status updates, which can result in reduced manual efforts and 24/7 support. Deloitte’s non-emergency reporting solution also leverages Salesforce reporting capabilities to give City executives and department management teams’ visibility into key service request metrics by centralizing data across departments, enabling them to make better data-driven decisions related to improving city services.

How-To: In 2015, an audit report for the City of San Diego highlighted several development opportunities related to the City’s ability to engage with residents needing to report non-emergency issues. The report concluded with the recommendation of establishing a centralized customer service center and mobile application to report right-of-way maintenance (ROW) issues such as potholes, illegal dumping, and damaged sidewalks. The following year, a lack of a dedicated 311 system nearly created a crisis in the City’s 911 Call Center because the volume of calls received made it difficult for the 911 dispatchers to distinguish between life-threatening and non-priority situations.

To mitigate this issue, the City’s administration realized that it needed a system that could effectively address non-emergency issues in the City. This led the city to piloting a Salesforce-based Get It Done app and case management solution in May 2016 with the Transportation and Storm Water (TSW) department. A few months after its launch, the City was so encouraged by the results from the Pilot that they funded and launched a full-scale version of the solution two years later in July 2018, where Deloitte was the primary implementation vendor which included key departments like Environmental Services Department (ESD), Development Services Department (DSD), Public Utilities Department (PUD), City Clerk, and more.

As a result of the expansion, the Get It Done - Digital non-emergency solution has replaced five aging legacy systems and enabled a standardized and more collaborative approach to managing and processing service requests from residents across eight departments. With Deloitte’s broad experience in building customer relationship solutions, this solution was designed to provide efficiencies through standardized case management workflows, automatic case routing, and enhanced interdepartmental communications to support collaboration.

Funding: General Purpose City Funds

Tags: Service delivery improvement, Innovation, Other = Human Centric Design

Get It Done Card

For more information, contact:

Alexander Hempton
Deputy Director
ahempton@sandiego.gov

Michael Henry
Managing Director
mhenry@deloitte.com

Arun Ganesan
Senior Manager
arganesan@deloitte.com

Edison Electric Institute: Partnering with the City of Reno to Harness the Power of the Sun

Project Description: The City of Reno partnered with Edison Electric Institute's electric company that covered 90 percent of the state of Nevada, to expand the availability of community solar in the city and provide shaded parking under solar panels at the city's new Moana Springs Community Aquatics and Fitness Center. Edison Electric Institute is the trade association that represents investor-owned electric companies.

Through the partnership, Edison Electric Institute's electric company built a carport with solar panels for the city at the aquatics and fitness center parking lot, giving residents a highly visible reminder of the role that solar plays in providing carbon-free energy to the state. The powerful collaboration is part of Edison Electric Institute's electric company's Community Based Solar Resource Program and serves Edison Electric Institute's electric company customers enrolled in the Expanded Solar Access Program (ESAP). The program allows residential and business customers who meet eligibility requirements to get their electricity from a mix of utility-scale and community based solar resources without requiring a solar system installation on their property. Edison Electric Institute's electric company and the City of Reno have a long history of collaborating on energy goals and the community based solar resource is just one example of how that collaboration plays out to benefit customers.

City Challenge: Not every customer can install rooftop solar systems due to their size and cost or are aware of the important role solar energy plays in their electricity generation mix. The community based solar resources and the ESAP aim to help close those gaps.

The City of Reno was one of the first sites selected for the new program at Edison Electric Institute's electric company; there were many lessons learned going through the process. The process to apply for a site was extensive and required close collaboration between the city and the company to ensure the project met all the eligibility requirements and could be built in tandem with the new aquatics and fitness center.

Impact: The energy generated by the solar panels at community based solar resource sites are incorporated into Edison Electric Institute's electric company's grid and are used to serve all customers, with a particular focus on reaching historically underserved communities and increasing their access to renewable resources.

Low-income eligible customers who enroll in the ESAP program are guaranteed a lower rate for energy than the standard rate. In 2023, ESAP participants have seen an average savings of 10 to 18 percent on electric consumption. The carport has the added benefit of providing additional shaded parking for those visiting the fitness center – which is a bonus during the hot summer months. This program also includes a workforce component, run in collaboration with the state of Nevada's Department of Training, Employment and Rehabilitation. A dozen Nevadans have been through this program already. They've received incredible training and knowledge for solar projects and are eligible to work on future solar jobs awarded to the International Brotherhood of Electric Workers.



How-To: Edison Electric Institute's electric company has developed a robust process for entities interested in hosting community based solar resources. Preferred host sites are selected through a nomination process scored by Edison Electric Institute's electric company. Once proposed sites are scored and ranked, Edison Electric Institute's electric company engages in a public voting period to raise customer awareness and engagement. Host sites that are in disadvantaged or low-income communities are given greater weight in the scoring process, but sites not in a low-income or disadvantaged community are not excluded from participation.

There are three basic types of sites that can be proposed for a community based solar resource – a roof mount system, a ground mount system, or a carport. Roof mount systems are the least expensive system to install and utilize space that otherwise would not be used. Ground mount systems can be installed in an open area in any direction, making them ideal for optimal energy production. Carport systems cost more than rooftop or ground mount systems but do not take up much land. Typically, existing carports cannot support the additional weight of a solar system. The maximum site allowed under the program is less than 100,000 square feet. In general, larger systems are more cost effective. Once sites have been selected and approved, the construction period can begin. The construction period will vary based on the size and scope of the project.

General Tips: Site selection for community based solar resources is critical to the success of the projects. By clearly laying out the scoring matrix and helping organizations like the City of Reno understand where a community based solar resource could fit into their system to ensure maximum exposure and minimal disruption to operations, organizations are better equipped to apply for the program. Edison Electric Institute's electric company will roll out a robust communication and outreach plan for the next round of applications to encourage more organizations like the City of Reno to submit the required paperwork to host a site.

Budget: Varies project to project

Funding: Private financing

Tags: Service delivery improvement, Innovation, Environmental impact

For more information, contact:

Suzanne Groneman
Sustainability Manager, City of Reno
Gronemans@reno.gov
775-399-8035

Alexis Sulentic
Senior Manager, External Affairs, Edison Electric Institute
ASulentic@eei.org

Kwame Canty
Managing Director, External Affairs, Edison Electric Institute
KCanty@eei.org

Evolv Technology: Weapons-Free Zones Help Reduce Gun Violence in Detroit

Project Description: To reduce gun violence and improve the reputation of the city as a safe place to visit and do business, the City of Detroit worked with private events sponsors and local businesses to establish weapons-free zones in likely areas of large crowd gatherings, such as parks, block parties, community events, as well as other hot spots for potential neighborhood violence. The Detroit Police Department deployed officers to these high-risk locations and partnered with Evolv Technology to provide Evolv Express weapons screening technology to help keep weapons out of these sensitive areas.

Evolv systems have been a layer of security at many iconic Detroit events, including the 4th of July Ford Fireworks, the New Year's Eve Celebration, Detroit Tree Lighting, PRIDE celebrations, Movement Music Festival, Chevrolet Detroit Grand Prix, Detroit Auto Show, the NFL Draft as well as many other small community events Evolv has provided screening for the Coleman J Young Municipal Center, Detroit Police Department HQ, Museum of African American History, Huntington Place Convention Center, and many other venues including Greektown, an important commercial and entertainment district in Detroit. Because Evolv units are portable and easy to deploy, the DPD can rotate the systems to the areas of highest need.

City Challenge: Gun violence has the potential to create concerns among the general public and deter businesses, visitors and potential residents from the downtown area. The program helped improve public safety and was one tactic of many to reduce gun violence in the city and improve Detroit's reputation as a safe place to live, work, and play with residents, tourists, business owners, and event sponsors.

Impact: In 2023, Detroit ended the year with the fewest homicides in 57 years, with double digit drops in shootings. Partnerships at the federal, county, state, and community level contributed to this success. The use of Evolv weapons detection systems in areas declared weapons-free zones was one of many tactics that contributed to the reduction in gun violence in 2023. There were no known gun violence at the events and locations where Evolv was deployed. The Detroit PD believes these zones created a strong deterrent to residents bringing weapons to events and prevented those carrying weapons without a license from entering designated areas, thereby improving public safety. The weapons-free zones have elicited positive response from businesses and residents who have expressed increased confidence in sponsoring, hosting and attending large, public gatherings as a result of the myriad of enhanced safety measures being put in place by the Detroit PD.

In addition to preventing guns from entering sensitive areas and boosting community confidence, the technology plays a role in enhancing resource allocation for superior public safety. Police Chief James White cites, "Evolv has aided our officers in enhancing security at large events and special details. This technology acts as a force multiplier for the DPD, as the systems now allow us to reallocate some officers from security screening to other areas in need."



How-To: Set Clear Goals: The programs' goal is to reduce the number of weapons in public places to reduce opportunities for violence.

- **Evaluate Policy Implications:** A key challenge was to create weapons-free zones that comply with Michigan law which prevents cities from making independent determinations on where guns can be carried. However, private event sponsors can prohibit items. The City pursued a policy of temporarily leasing public land and buildings to private entities for their event. Then, private owners can decide if their event will be weapons-free and request Evolv systems and police details.
- **Engage Community Stakeholders:** To evaluate the technology, The City engaged with City Council, business owners, civil liberties and community groups, allowing for a 90-day open comment period. It hosted a podcast by the Department of Neighborhoods, giving people the opportunity to call in with questions, developing a broad base of support.
- **Conduct Pilot and Refine Execution:** Detroit first rolled out Evolv systems on a limited basis, ensuring the technology worked in their multi-layered security operation. They partnered with local businesses like Greektown bars to test it. The original plan for managing Concealed Permit Licenses was adapted to ensure enhanced protection of rights. It was also determined that one officer would be staffed with each unit to manage escalations.
- **Assign Operational Ownership and Rollout:** The program is run by the Detroit Police Department. 20 Evolv systems are part of general police apparatus and trucked around the city. As part of the permitting process, a private entity can request systems for a small fee. When demand surges, Detroit relies on private Evolv customers and rental companies to provide surge capacity.
- **Report on Results:** The results of the program have largely been positive, reducing gun violence. Sharing these results helps reduce the anxiety people have going to events, and it lets taxpayers know the city is effectively using its resources.

General Tips: Transparency: Bringing all stakeholders into the process at the beginning helped garner support and created open channels of communication for resolving the inevitable challenges that arise when innovating.

Flexibility: Take gradual steps to implement, adding advanced features once stakeholders are comfortable. For example, Evolv systems can allow a video feed to be integrated into Real Time Crime Centers. While this data can be highly valuable, some stakeholders were not comfortable with using this at the outset, so it was deferred to a later phase.

Use the media as an ally: Prior to an event, the DPD and event sponsors work with the media to get the word out that an event will be weapons-free and that Evolv systems will be in place. This proactive communication helped deter residents from bringing guns.

Resident Experience Matters: People appreciate the investment Detroit made in enhancing security without increasing inconvenience. Evolv systems can handle up to 4,000 people per hour and when there is an alert, a "Red Box" image tells operators who may be concealing the threat and where it may be located, helping allow for a respectful, targeted secondary search.

Budget: The initial program cost was \$1.3 million. This cost differs city to city based on implementation scale and intended deployment locations.

Funding: The systems were paid for out of the capital budget using a bond.

Additional Investment: Investments from private partners were used at the outset for surge capacity.

Tags: Public Safety, Reputation of Detroit as safe place to live, work and play, Efficiency of public safety resource allocation; Impact on city economy

For more information, contact:

Art Thompson
Chief Information Officer
art.thompson@detroitmi.gov

John Riley
Senior Director
jriley@evolvtechnology.com

Flock Safety: A Smart City is a Safe City: Deploying Crime-Fighting Streetlight Cameras

Project Description: License Plate Recognition (LPR) and video surveillance technology are proven crime-fighting technologies. However, environmental regulations, aesthetic preferences, and other regulatory and permitting hurdles can make it difficult and costly to install cameras within a city. By partnering with Flock Safety, an all-in-one public safety operating system for cities, and an intelligent infrastructure company, the City of San Diego was able to turn streetlights into LPR sites. Through a technology integration, the streetlight platform made it easy to deploy Flock Safety's patented Vehicle Fingerprint® technology to identify vehicles associated with crimes or missing persons and transmit the data to a FlockOS® platform to process and deliver objective investigative evidence to law enforcement. In November 2023, San Diego City Council and Mayor Todd Gloria approved a proposal to deploy 500 Smart Streetlights across the city, through a five-year agreement between San Diego Police Department (SDPD), Flock Safety and others. The first streetlight was operational a short time later.

City Challenge: While San Diego is a relatively safe city, it does experience public safety challenges. Notably, it has the second-highest police staffing shortage of any large U.S. city, which impacts case clearance rates due to lack of resources and time. Additionally, certain crimes, like vehicle theft, are on the rise. LPR and video cameras have been proven to help accelerate case clearance and reduce crime. In one study, one additional Flock Safety LPR camera per sworn officer was correlated with a 9% increase in case clearance in a typical agency. Permitting requirements, environmental ordinances, and infrastructure can make the installation of new poles and cameras unwieldy and time-consuming. San Diego solved this problem by partnering with Flock Safety and others to deploy LPR and video cameras through existing streetlight infrastructure. San Diego deployed 500 cameras through this solution, drastically reducing the time and cost of a typical installation of this size. Using streetlights as a power source results in a near-zero footprint that blends into the city's existing landscape. The UbiHub platform also provided AI edge processing and communication to make data transmission easy. San Diego ensured responsible data privacy by committing to a strong camera policy, publishing a robust ALPR Transparency Portal, and implementing privacy masking wherever needed.

Impact: San Diego Police began using the technology in early 2024. In two months, with only about 100 units in operation, the system assisted SDPD with over 22 investigations, including 4 homicide investigations. In that time frame, 12 stolen vehicles were also recovered and 11 suspects apprehended from those investigations.

Some of these cases might have otherwise gone cold. In early April, a stolen car taken two months prior was detected by the LPR technology. In addition to the vehicle, SDPD officers located two suspects near the car who admitted to the crime. Mayor Todd Gloria said, "Having our Smart Streetlight and ALPR technology is already making our city safer, with examples just in the first two months of operating that show their ability to help police locate and apprehend dangerous suspects more efficiently and with greater certainty." And SDPD Police Chief David Nisleit said, "Instead of casting a large net based on sometimes vague descriptions, the Smart Streetlight cameras and ALPR system now allow officers to be laser-focused on who committed the crime. This investment is precision, intelligence-led policing at its finest and will deliver results."



How-To: From the beginning of this process, San Diego city and police officials prioritized transparency and communication with their community. They began with community education, hosting a dedicated community meeting in each of the nine City Council Districts. Media and all members of the community were invited to attend. A video recording of the meeting was published and translated into Spanish for full accessibility. To gain a comprehensive picture of the community's perspective, the city of San Diego worked with a third-party survey provider, Zencity, to conduct a real-time, statistically-representative public sentiment survey about LPR and camera technology for crime fighting. The results of the 914-person survey, conducted in English and Spanish, showed that most San Diegans felt comfortable with the use of LPRs and cameras to assist with public safety tasks like finding missing persons and solving violent crime. In conjunction with community engagement, SDPD developed an ALPR Surveillance Use Policy to safeguard civil liberties and civil rights. The Policy was created with input and oversight from the city's Privacy Advisory Board. It specifically articulates accepted use cases, oversight measures, and prohibited uses of the ALPR system. After conducting community meetings and the affirmative survey, Mayor Todd Gloria's office and SDPD felt confident that this technology solution would positively serve city residents. They then conducted a comprehensive data analysis to determine the locations and deployment plan for the smart streetlight technology. Crime analysis data and input was requested from SDPD's Crime Analysis Unit, investigative units, and patrol divisions, and locations in each council district were identified.

Once all input was considered and approvals secured, San Diego, in conjunction with Flock Safety and others began the installation process.

Budget: \$2,000,000 per year plus a one-time \$1,500,000 installation fee

Funding: State grants, General Purpose City Funds

Tags: Innovation, Environmental impact, Other = Public Safety

For more information, contact:

Captain Jeff Jordon
Special Projects/Legislative Affairs
San Diego Police Department,
jjordon@pd.sandiego.gov

Bob Carter
bob.carter@flocksafety.com

GHD Inc.: Improving Public Health and Enhancing Equity

Project Description: Buffalo Water (BW) has partnered with GHD, a leading professional services firm operating in the water, energy, environment, and transportation sectors, to implement Best Practices (BP) that are mitigating the risks associated with lead and improving equity. Driven to improve the health and wealth of its customers, BW's BPs include policies, practices and participation. Policy BP - Affordability for All – BW established a policy to make high quality drinking water available for all customers at an affordable cost. This is accomplished by way of careful rate design that considers affordability across all households regardless of income. Customers that struggle with the cost of water are treated with dignity and provided flexibility regarding payment mode, timing, and amount.

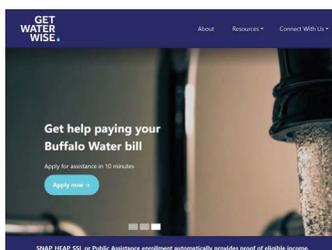
Practice BP - Health based priority – BW is using advanced analytics to understand the correlation between poverty, health and its own practices. Recognizing that children in disadvantaged neighborhoods often have the highest blood lead levels, BW is reducing exposure for the most vulnerable. Free tap sampling is provided for all customers and disturbed Lead Service Lines (LSLs) are replaced at no cost. Any home in which tap samples show lead greater than 5µg/l qualify for free LSL Replacement (LSLR). Community Participation BP - BW has established a Community Care Coalition (CCC) comprised of community and health-based organizations (CBOs) that assist BW in addressing the issues of poverty and equity in water service delivery. The CCC is facilitating community participation and rebuilding trust. This is the essential ingredient to achieve BW's health and wealth aspirations for the City.

City Challenge: Buffalo's history includes many highs and lows. As an important pathway to the mid-west, it experienced incredible growth and industry, but today struggles with environmental justice concerns. It was a strong abolitionist community and a stop on the underground railroad yet, redlining perpetuated poverty and segregation. Today, the City faces an unfunded mandate (est. \$500 million) from the EPA to replace all LSLs, despite excellent water quality. Approximately 43% of children live below the federal poverty limit and many exhibit elevated blood lead levels, primarily from lead paint, not from their water. Water payment delinquencies exceed 40% and significant capital investment is required to maintain service levels. Although it cannot solve all the problems associated with poverty, BW is committed to being part of the solution by way of its policies, practices and participation.

Impact: BW's BPs, built on the aspiration to protect the health and build the wealth of its neighborhoods, are having a tremendous impact. Despite increased economic hardship from COVID, aging infrastructure, and new regulatory mandates, BW is maintaining affordability for its customers. BW developed an innovative affordability framework to ensure all customers have uninterrupted access to water. In partnership with GHD and several other firms, BW is reducing delinquencies, maintaining affordability, and increasing revenues.

The commitment to community participation is rebuilding trust. Customers are beginning to perceive BW as an ally helping to improve health outcomes. This evolving model is helping BW achieve regulatory compliance and raise awareness regarding LSLs. Moreover, as capital investments increase, BW is leveraging its community relationships to create impactful workforce development opportunities for underrepresented groups across different sectors of the local economy.

Ultimately, the greatest impact is a result of replacing thousands of LSLs, at no cost to homeowners, significantly reducing health risks, especially to children and the elderly.



How-To: Despite notable challenges, BW has implemented BPs that support the health and wealth of the community. Affordability - In the face of both internal and external pressures, BW worked closely with GHD to develop a framework that keeps water affordable for customers. Low-income credits – two tiers of low-income credits offset the cost of a standard water bill. The credits maintain a net cost of water of less than 2% annual income for the lowest quintile households, while standard rates are less than 2% of the median household income. This requires careful socioeconomic analysis and has resulted in a modest inclining block rate structure. Flexibly Payment Plans – GHD facilitated a partnership with the service provider Promise Network Inc., to manage extended payment plans for BW. Built on a user-friendly SMS-based system, customers are provided unique payment flexibility. Over 1100 customers have benefited, many moving out of delinquency, with over \$1.3M in payments plans that otherwise may have been non-collectable.

Health Base Priority – Because of the high cost associated with replacing LSLs, BW focused on improving health outcomes to prioritize its LSLRs. This was accomplished by focusing on specific homes where the risk of lead exposure is elevated. This included homes where tap samples tested high for lead or homes that had a damaged LSL. BW established a tap sample limit of 5 µg/l (1/3 rd of the EPA's 15 µg/l). Due to BW's excellent water quality, only 4 LSLs have been replaced due to lead levels greater than 5µg/l. Next, BW passed a local ordinance prohibiting LSL repairs or partial replacement. Consequently, any leaking or damaged LSL must be completely replaced. Due to poverty concerns, BW determined that this constituted a public health issue and provides this service at no cost to the customer. This health-based approach costs approximately \$5 million annually which protects the most vulnerable yet remains affordable for residents.

Community Participation - To promote community participation, GHD has implemented several BPs on behalf of BW. These include innovative use of social media, public education, a TV show, and participation at various community events. Using advanced analytics to measure the effectiveness of these initiatives, BW observed that traditional press releases generate the highest online and media coverage compared to other efforts.

In addition, GHD manages the CCC comprised of CBOs. These partners are going door to door to gather data, provide education regarding lead risks and encourage affordability program enrollment. Moreover, the CCC is assisting to enhance BW's LSLR priorities and frame a workforce development program to achieve greater health and wealth outcomes for our community.

Budget: \$500,000 professional consulting fees, \$25,000,000 construction for LSLR (approx.\$10k/each)

Funding: \$670,000 NYS Grants, \$24,330,000 Rate Revenue

Tags: Service delivery, Innovation, Environmental Impact, Jobs Created, Impact on City Economy



For more information, contact:

Oluwole McFoy, P.E.
Chair, Buffalo Water Board
omcfoy@buffalosewer.org

Stephen Waldvogel, P.E.
Technical Director
Stephen.Waldvogel@ghd.com

Hatch Ltd.: Partnership Enhances Transit, Sustainability, and Community Connectivity

Project Description: Since 1998, Hatch has been a key partner to Sound Transit, delivering system and vehicle engineering solutions focused on safety, efficiency, and durability for Seattle’s transit system. Notable achievements include the Hilltop Tacoma Link Extension and significant contributions to the 2-Line East Link project. Hatch supports the Northgate and Lynnwood transit-oriented development projects, enhancing regional connectivity.

Hatch’s role covers financing, planning, design, procurement, construction, and commissioning, with strategic advisory on Public-Private Partnerships for Sound Transit’s real estate ventures. A decision-making framework for development projects assesses social equity, sustainability, and economic viability.

The partnership thrives on a deep understanding of Sound Transit’s vision and requirements, fostering strong connections with its leaders and community. As Sound Transit evolves, Hatch’s flexible advisory and design services continue to support its growth and future projects.

City Challenge: A collaboration between Sound Transit, Tacoma City, and the Federal Transit Administration, aims for 2,000-4,000 daily riders by 2026. Despite integration challenges with existing structures, traffic, and parking, we have facilitated a smooth build and system integration as the design lead. The East Link 2 Line broadens Puget Sound’s light rail with 152 new vehicles. It features innovative designs for the I-90 floating bridge and a holistic systems design for efficient operation, catering to the area’s escalating transit requirements. Both projects advanced the region’s sustainability goals by introducing all electric vehicles.

Hatch has also provided economic, strategic, and land use planning advice for transit-oriented developments in Puget Sound. This includes a framework for managing surplus lands, evaluating impacts, and market studies, culminating in vital affordable housing. As Sound Transit has grown over the years, we have adapted our design to suit its changing requirements and expectations for their transit network.

Impact: In the Seattle region, if you see it, hear it, live it, or ride it, Hatch has most likely planned it with Sound Transit and worked on it through completion. Hatch has been pivotal in shaping Seattle’s transit landscape, partnering with Sound Transit on numerous projects. Notably, the Puget Sound Region P3 Financial Advisory Services project envisioned a 116-mile light-rail network with 37 new stations, expected to serve 600,000 daily riders. Key contributions also include the Hilltop Tacoma Link Extension, adding 2.4 miles and 6 stations, and the East Link 2 Line, introducing over 210 new electric vehicles and 8 stations. Hatch’s strategic input on engineering and development at crucial stations has spurred community connections and value creation.

Moreover, Hatch assessed over 20 Sound Transit surplus properties, aiding the Transit-Oriented Development (TOD) program. This initiative has yielded 3,300 homes, with 2,500 earmarked as affordable housing. Significant TOD sites like Lynnwood, 45th and Roosevelt, Kent Des Moines and Overlake Village are among Hatch’s success stories, reflecting their commitment to sustainable urban growth.



New LRV Type 2 Vehicles



Hilltop Opening Day

How-To: Hatch supported the Environmental Impact Statement (EIS) portions. This critical step involves a thorough understanding of the environmental impact and ensuring strict compliance with environmental regulations. Integrating environmental considerations at the early stages of project planning is essential for sustainable development.

The preliminary engineering phase focused on the Preferred Alternative Right of Way (ROW). This stage is dedicated to conducting detailed surveys and studies to identify the most suitable path for the project. The selection process involves a comprehensive assessment of various alternatives, considering technical, environmental, and economic factors to determine the best option.

Once the preferred alternative was selected, the Final Design phase involved refining project details, finalizing design specifications, and preparing for construction. It also encompassed securing all necessary permits and approvals to proceed with the project.

During the construction phase, Hatch provided continuous design support through to the pre-revenue stage. This support is crucial to address any unforeseen challenges that may arise. The team’s responsibilities included monitoring construction activities, making necessary design adjustments, and ensuring that the project adheres to the planned specifications and quality standards.

For Transit-Oriented Development (TOD), the process began with meticulous planning and design for station areas to promote livable communities. This involved evaluating the impact of the light rail and station on the surrounding neighborhood, with a focus on the evolving needs for housing, employment centers, and community spaces. These spaces range from retail shops to essential service programs like childcare facilities and health services.

The construction of the light rail and stations required acquiring land to build the infrastructure and lay out equipment and materials. Upon completion, the surplus property was evaluated for future development, considering the property’s physical constraints and incorporating feedback from local stakeholders. Engaging with stakeholders was a pivotal aspect of the process, ensuring that the development aligns with community goals and visions. This comprehensive approach by Hatch has ensured that each phase of the project, from planning to post-construction, is executed with precision, foresight, and a commitment to community and environmental stewardship.

Budget: Sound Transit uses a range of funding sources including local taxes, federal grants and loans, bonds, fare income and other revenues. Budgets for each of the projects described herein varied based on the scope of work.

Funding: Bonds, Local taxes, Federal grants and loans

Additional Investment: Significant business stakeholders made financial contributions to the project, while Seattle and neighboring cities waived fees as part of their in-kind contributions.

Tags: Service delivery improvement, Environmental Stewardship, Innovation, Affordable Housing, Impact on city economy, Business benefits

For more information, contact:

Ron Lewis
 Sound Transit, Executive Director-Design Engineering & Construction Management
 ron.lewis@soundtransit.org
 (206) 689-4905

Laura E. Aldrete
 Regional Director USA, Urban Solutions
 laura.aldrete@hatch.com
 Mobile: +1 720.371.8794

Heartland Forward: Black Business Opportunity Strategy

Project Description: Heartland Forward engaged in applied research resulting in the report, “Black Business Opportunity Strategy: The Journey of Black Business Owners in Memphis”. Heartland Forward designed the project to deliver policy recommendations to improve the economic outcomes of existing Black entrepreneurs and spur the creation of new Black-owned businesses. Applying a unique combination of qualitative and quantitative methodologies, Heartland Forward worked with local partners to explore the state of Black entrepreneurship in Memphis and provide results that informed the policy recommendations in the report. In turn, the report’s data findings serve as a crucial baseline for the implementation of the very policy it recommends through its use in federal grant applications and program creation. In addition to the data and insights in the report, Heartland Forward’s team produced “Black Business Owners in Memphis: A Data Story” to visualize all key data findings referenced in the report. Heartland Forward also created the “Memphis Black Business Owner Interactive Data Tool” to allow stakeholders to visually compare key entrepreneurship statistics across race and gender in Memphis as well as other metros with large Black populations that had not been mentioned in the report.

City Challenge: The entrepreneurial landscape in Memphis contains significant racial inequities, particularly between its Black and white populations. The report defined “employer firms” as businesses employing more than just the business owner and “non-employer firms” as businesses employing only the business owner.

The data uncovered the following startling statistics: More than 46% of Memphis residents identify as Black, yet Black residents make up only 7% of employer firms in the city or 1,158 employer firms. That number is significantly less than the 12,968 white-owned employer firms. Further, the research revealed a relatively even number of non-employer businesses among both Black and white business owners of roughly 55,000 each. This gap indicates how much growth is possible in the Black entrepreneurial community, and ultimately the positive impact such growth could have on Memphis’ overall economic development.

Other findings from the research show that not all businesses are treated equally: White entrepreneurs receive more capital than Black entrepreneurs. As a result, white entrepreneurs are more likely to pursue opportunities in newly developing markets that may not produce profits for multiple years; meanwhile, Black entrepreneurs must seek lower-risk opportunities that don’t provide the same high-growth potential in order to generate profits sooner.

Impact: Since the release of the Heartland Forward report titled “Black Business Opportunity Strategy: The Journey of Black Business Owners in Memphis” in October 2023, the data put forward has supported federal grant applications and subsequent funding efforts for many entrepreneurs within Memphis’ Black community.

The report’s data has been used to bring together public and private interests and promote the area’s economic development. The Economic Development Growth Engine’s critical use of the report’s findings ties to its aim of uplifting all sectors of the entrepreneurial landscape.

The Greater Memphis Chamber of Commerce cited the report in their Phases 1 and 2 proposals for the US EDA Recompete Program. As a finalist for the Phase 1 program, this group hopes to be awarded \$24 million to fund efforts to expand development in Memphis and Shelby County.

The report’s findings also influenced Memphis’ housing ecosystems. Following the findings of the report, program facilitators explored the connections between entrepreneurship and housing insecurity among the city’s diverse populations.

How-To: Heartland Forward committed to taking a stakeholder-centered approach to studying the racial inequities of Memphis’ entrepreneurial landscape. In undertaking a stakeholder-centered project, Heartland Forward recognized the need to demonstrate an interest in understanding. While the quantitative research provided crucial context around identifying the problem, it only addressed the first phase of Heartland Forward’s work. The qualitative research was equally – if not more – critical in demonstrating both the problem and the potential solutions. By listening to the voices of Black businesspeople, Heartland Forward was able to provide deeper and richer insights that complemented the quantitative data. The team enlisted community partners to connect with Black entrepreneurs and orchestrate focus groups comprised of Black entrepreneurs. The participants’ stories added depth, context and real-life examples that served as pivotal contributions to the interpretation of the data.

This combination of qualitative and quantitative research gave the report life long after the team collected their final data point. The research has been used in entrepreneurial equity efforts throughout the country. The data has taken on a life of its own with the “Memphis Black Business Owner Interactive Data Tool” presented on Heartland Forward’s website. This tool allows the user to visualize the entrepreneurial landscape in Memphis across multiple combinations of race and gender and compare the Memphis landscape to other metropolitan areas. In continuing to spread the report’s findings, the project realized its goal of providing meaningful policy recommendations and beginning the movement to create policies that support Black entrepreneurs of present and future Memphis.

Budget: This project cost \$200,000.

Funding: City discretionary funds and private contributions

Additional Investment: Yes, the report release event was underwritten by a local bank.

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



For more information, contact:

Mayor Paul Young
mayor@memphistn.gov
901-636-6000

Dave Shideler
Chief Research Officer, Heartland Forward
shideler@heartlandforward.org

IKE Smart City: Financially Self-Sustaining Media Platform that Activates the Public Realm

Project Description: In May 2022, IKE Smart City and the City of Atlanta launched a network of interactive kiosks (IKEs) designed to create an integrated informational hub for city services and communications. With support from Mayor Andre Dickens, Council members, and local stakeholders, this project brings state-of-the-art wayfinding and city communication technology to the public. Additionally, IKE is a media platform that creates a revenue stream to support and promote city initiatives, arts, and cultural institutions.

Strategically located in pedestrian-oriented areas, the 8-foot-tall, ADA-compliant IKE kiosks have touchscreens that offer an ever-expanding suite of applications including real-time wayfinding, free Wi-Fi, and 24/7 access to hyper-local, multilingual directories. Geolocated to each kiosk, directories list nearby businesses, cultural institutions, events, civic resources, job listings, and social services such as shelters, recovery programs, and food support.

City Challenge: A comprehensive communication strategy between cities and the people they serve is key to public engagement and public safety, with thoughtful consideration of accessibility and the digital divide. Across the country, IKE networks offer cities a cohesive central communication hub that can be used to disseminate important and timely information.

IKE provides 1:1 communication for cities and constituents at the pedestrian level. It is a highly visible medium that allows for the immediate broadcast of emergency messages and critical updates. IKE's multi-tenant CMS allows the city to deploy custom critical messages from multiple city departments. Messages can be programmed to appear on all kiosks or select kiosk locations, allowing customization by district. Cities, BIDs, and DMOs can customize content on the IKE platform to engage visitors in the experiences and culture that make each community unique, curating city content to the needs and character of individual neighborhoods.

IKE delivers these communication services in a turnkey program that is highly utilized, overcomes cost-prohibitive communication methods, and provides revenue with minimal oversight from City staff.

Impact: By the end of 2024, we will have installed 84 IKE kiosks across Atlanta and approximately 700 kiosks across the country. We forecast providing the City of Atlanta \$2,477,359.93 in revenue by the end of 2024. Our community engagement team has established partnerships with 80 artists, art institutions, nonprofits, community organizations, and cultural institutions.

Over the past two years, we have provided a value of \$4,324,962 to community organizations.

In addition to creating awareness of upcoming events and programs, IKE serves as a platform for digital art exhibitions, engaging new and diverse audiences across the city with a cultural outdoor experience and adding to the character of the City.



How-To: IKE Smart City's mission is to pioneer landmark media and smart city technology to improve lives in cities. We have connected cities with people through interactive kiosks in the public right-of-way across the country – adapting to triple-digit heat of Phoenix and Tempe, AZ, sunny cities like Denver, snowy cities like Cleveland, and hurricane-prone cities like Miami and Houston.

IKE Smart City invests heavily in IKE's design, engineering, and manufacturing to deliver a superior product. The adaptability of our system makes IKE a responsive medium that can be customized to support the diverse needs of our city partners. Our full-time Technology team is dedicated to keeping IKE on the cutting edge. This singular focus allows us to work proactively, react quickly, and easily pivot as new opportunities arise.

With each deployment, new innovations emerge—improving air cooling of kiosk, auto-dimming glass screens, improved impact of solar load and hurricane-force winds, flood sensors that send warning notifications, state-of-the-art remote monitoring, and enhanced accessibility features. Software modifications and updates along with new features are continually implemented across all networks.

IKE Smart City has experience in all kinds of urban environments—utilizing robust tools, following clear operational processes, and employing resources of the highest standards to maintain a strong maintenance record. IKE Smart City has partnered with innovative cities nationwide, and IKE is currently live in 19 cities: Atlanta, GA; Baltimore, MD; Berkeley, CA; Cincinnati, OH; Cleveland, OH; Columbus, OH; Coral Gables, FL; Denver, CO; Detroit, MI; Houston, TX; Miami, FL; Minneapolis, MN; Oakland, CA; Phoenix, AZ; Raleigh, NC; San Antonio, TX; St. Louis, MO; Tampa, FL; and Tempe, AZ. For more information, visit ikesmartcity.com.

General Tips: IKE Smart City's success has been sustained by building strong relationships with our city partners. We are most successful when there is close coordination between the DOT Streets Department and Technology/Communication department in a city.

Budget: There is no cost to our city partners or their constituents.

Funding: Private financing

In all of our markets across the country, we pay for the entire capital investment to deploy the program, fund ongoing maintenance and software development for the life of the program and share a portion of the revenues generated by the program with the city.

tags: Service delivery improvement, Innovation, Cost savings, Environmental impact, Impact on city economy, Jobs created, Increased tourism, Business benefits, Other – IKE kiosks are cleaned daily to keep the IKE network in working order at all times

For more information, contact:

Jason Sankey
Chief Information Officer, City of Atlanta
JSankey@atlantaGA.gov

Isaac Vines
Sr. IT Project Manager
City of Atlanta, Department of Transportation
(404) 780-6836
ievines@atlantaga.gov

Randall Sistrunk
Senior Director, Public & Private Partnerships
rsistrunk@IKEsmartcity.com
(330) 265-6888

INSTACART: How Instacart Partners with Mayors to Expand Food Access in Food Deserts

Project Description: As the leading grocery technology company in North America, Instacart's mission is to ensure everyone has access to the fresh, nutritious food they need. Online grocery delivery offers a lifeline to individuals who face challenges accessing food - whether they lack transportation, experience mobility issues, or struggle to fit nutritious food into their budget. Mayors - the leading innovators in their communities, with an intimate knowledge of the constituents they serve - are natural partners for Instacart.

In 2023, Instacart partnered with Mayor Rickenmann of Columbia, South Carolina on a program to expand food access for residents in food deserts. Through the Grocery Access Pilot (GAP) program, participants receive a complimentary Instacart+ membership and monthly Fresh Funds stipend to help cover the cost of online grocery delivery for one year. This allows residents in low-income, low-access areas more easily get nutritious foods and other essentials.

At Instacart, we believe public-private partnerships are key to addressing deep-rooted issues like food and nutrition insecurity, and we're ready to keep working with mayors across the country to drive meaningful change.

City Challenge: Over 39 million people in the United States reside in low-income, low-access areas, sometimes called food deserts, according to USDA. Food deserts are associated with public health implications, including higher rates of obesity, depression, and chronic diet-related diseases, such as hypertension, cardiovascular disease, and type 2 diabetes.

In Columbia, a 2020 report from the city's Food Policy Committee found that over 20% of residents live below the poverty level, while an estimated 65,000 residents are considered food insecure. These findings spurred Mayor Rickenmann to explore innovative solutions in order to expand food access and improve health outcomes for Columbia's residents, ultimately leading to the partnership with Instacart.

Impact: Thanks to the GAP program, up to 110 Columbia residents living with lower incomes and residing more than one mile from a grocery store receive a complimentary Instacart+ membership, which provides unlimited free delivery for standard orders over \$35 and reduced service fees; a monthly \$5 Fresh Funds stipend to help cover service fees; and access to a virtual storefront that encourages healthy food choices. Participants can order from Instacart's 40 retail partners and 177 stores in the Columbia area, including the largest collection of online EBT SNAP retailers, preserving the power and dignity of personal choice while expanding access to nutritious foods.

How-To: This partnership stands on the foundation of a common goal Instacart shares with Mayor Rickenmann: to build a healthier community for the residents of Columbia, SC. We worked with the Mayor to understand the unique challenges facing his constituents and designed a program to meet those needs. Our shared vision underpins the entire project.

- Step 1: Identify a mayor and city partner with a shared vision to alleviate food and nutrition insecurity.
- Step 2: Outline the specific food and nutrition challenges facing that particular community.
- Step 3: Design a program meeting the community's needs using Instacart's technology and services.
- Step 4: After launch, stay in close contact with the city partner throughout the program duration. Instacart provides partners with monthly reports to track program progress and usage.

General Tips: Let's start talking - our team is passionate and always willing to have a conversation on ways we can address the unique hunger and nutrition insecurity issues in your city. Share your struggles and barriers, as we've found transparency is key to finding the best solution that meets your community's unique needs.

Reach out today!

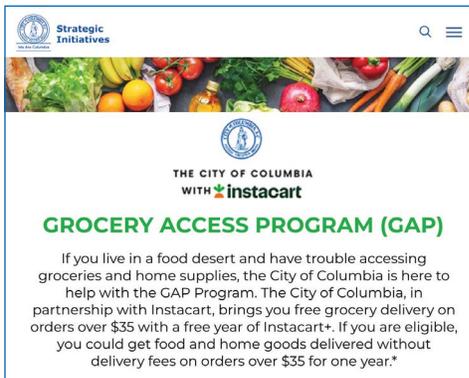
Budget: At Instacart, we believe in providing our partners with a fair and transparent billing system. That's why we don't charge any administrative costs or set-up fees for our partnerships. Instead, partners are only billed for the membership rate, waived fees and/or the amount of Fresh Funds stipends a participant utilizes. This means our partners can rest assured that they are only paying for usage, without any unexpected expenses.

Funding: General Purpose City Funds, Other - ARPA Funding for Food Insecurity

Tags: Innovation, Other - Food and nutrition security



Mayor Daniel Rickenmann of Columbia, SC speaking on the partnership with Instacart's Vice President of Policy & Government Affairs, Casey Aden-Wansbury.



The city website for the Grocery Access Pilot (GAP) program.

For more information, contact:

Payton Lang
Policy and Programs Advisor, Office of the Mayor
payton.lang@columbiasc.gov
(839) 213-2504

Molly Prendergast
Government Affairs Manager, Instacart
molly.prendergast@instacart.com
(530) 574-6814

Meridium Infrastructure North America: How Public-Private Partnerships Can Bridge the Digital Divide and Improve Citywide Access to High-Speed Fiber Broadband

Project Description: In 2022, the city of Bloomington, IN and Meridium established a partnership to design, build, finance and manage a community-wide high-speed fiber broadband network (the “Project”). The partnership ensures that fiber internet is available to residents citywide, regardless of their income levels. The Project was called “Hoosier Fiber Networks” bringing broadband access to the municipalities of Shelbyville, Martinsville, and Columbus, along with the rural Bartholomew County. At the time, Central Indiana was underserved by incumbent internet providers and with limited access to fiber broadband service. Mayor John Hamilton, who served as Mayor of Bloomington from 2016-2023, prioritized establishing a high-speed fiber network to provide broad and equitable internet access across Bloomington. The Mayor’s goals for the network included communitywide coverage with a commitment to digital equity, open access and net neutrality, and an ongoing voice at the table for the City in a financially feasible business model. Meridium, a public infrastructure investment manager specializing in greenfield infrastructure development, is serving as sole developer and equity investor in the project. Construction began in October 2022, and is expected to conclude in 2025. The network initiated commercial service operations to connected premises in mid-2023.

City Challenge: Digital Equity was a major initiative for Mayor Hamilton. With so much of modern life dependent on the internet, high speed broadband is often described as “the fourth utility”, as essential as water, power, or gas. But the quality of access can vary highly depending on where you live, and often correlates with income levels. In Indiana, although legacy internet service is largely available throughout the state, less than 50% of the market has access to faster & more reliable fiber optic broadband technology. Digital equity issues are pervasive in both urban and rural areas throughout the United States, threatening to leave millions of Americans behind in our increasingly digital society. Access to reliable, fast internet is critical, and must be complemented with digital equity programs that enable affordability and adoption. This includes connecting qualifying low-income residents with available service, equipment, and device subsidies, as well as comprehensive digital skills training. Meridium’s network in Bloomington uses fiber optic broadband, the newest and fastest technology in the broadband market, capable of Gigabit internet speeds, with minimum service levels offered at 250/250 Mbps.

Impact: The project will achieve community- wide network coverage regardless of residents’ income levels. The project has been successful in the implementation of a comprehensive digital equity program aimed at enabling low- income residents to more fully participate in our digital society. Universal, affordable access to the high-speed digital network is a game changer for the Bloomington community. Kids in school can better access learning materials. For the workforce, digital access provides opportunities to advance, train, and search for jobs. A robust broadband network attracts high-quality employers and also can improve access to healthcare for the whole community as preferences shift to telemedicine and home care.

Not only does the project network homes throughout Bloomington - regardless of residents’ income levels- but it also provides a critical service to a customer segment that was underserved by incumbent service providers. Prior to the partnership, fiber had only been pulled to commercial locations, and to high-income communities in Bloomington and the surrounding areas. Meridium- and its project partners- is proud of their commitment to serve the entire community.

Meridium North America CEO Nicolas Rubio and Bloomington Mayor John Hamilton



How-To: Meridium worked directly with city administration to design a program that achieved the desired social and economic outcomes, the project is a great example of innovation in public-private-partnerships.

- Reaching premises in every neighborhood of a city can be a challenge from a technical perspective as well as an economic one. These challenges are good examples of where PPP’s can create incentives and allocate risks appropriately in order to align the interests of public and private sectors to achieve social and economic outcomes.
- Some of the key elements of this partnership included municipal assistance with permitting and, where possible, providing access to related network infrastructure. The city also supported the project by dedicating people to the project and commercially by leading community education and awareness initiatives to publicize the program and educate low-income communities about the qualification for federal or local subsidies.
- Projects will require a strong commitment from the city. Mayor Hamilton’s approach and early engagement with the private sector ensured that digital equity was a central priority of his administration, and committed the city’s resources to address the issue.
- Private sector developers and city administrations can replicate this type of PPP through identifying common objectives and addressing the unique needs of each community. The approach needs to be honest and direct: parties must be ready to candidly share objectives and challenges and commit to working together in order to achieve desired objectives.

General Tips:

A complex project with city, community, developer, investor, operator, and contractors needs to have clearly defined roles and responsibilities to ensure successful execution.

- Streamlined permitting practices can minimize the disruption on the local economy by speeding up construction and can also save costs for the city by reducing construction timelines.
- Construction of a new citywide fiber network means every single street across the whole city is affected. So, the project needs to have open lines of communication with city officials and political support to get full community cooperation.

Budget: Construction costs will vary according to city specifics due to the nature of the land, interruption of utilities, local labor costs, and other factors.

Funding: Private Financing, Foundations and Philanthropy, Federal Grants, Other: Support from local economic development authorities.

Tags: Innovation, Impact on City Economy, Business benefits

For more information, contact:

Rick Dietz
Director, Information and Technology Services
dietzr@bloomington.in.gov
812-349-3454

Holly McLaughlin
Communications Director, Office of the Mayor
mclauh@bloomington.in.gov
812-349-3940

Scott Layman
CEO of Meridium Fibre Platform.
s.layman@meridiumfiber.com

Motorola Solutions: Emergency Preparedness, Response Strengthened with Enhanced Alerting

Project Description: The California Governor’s Office of Emergency Services (Cal OES) is the state’s lead agency for emergency preparedness organizing resources and aid during disasters across 50+ counties and 480+ cities and towns. To better support the needs of all Californians, including individuals with access and functional needs (AFN) who may need additional time to plan or evacuate, Cal OES worked with Motorola Solutions to create Enhanced Alerting. Enhanced Alerting has three components. Residents complete opt-in profiles via a secure Smart911 portal. Local emergency managers, public safety directors and public health officials can aggregate the demographic data via Motorola Solutions’ Rave Prepare interface, heat mapping high risk areas. State, county and city officials then send messages with personal planning and disaster-specific information to impacted areas. Motorola Solutions’ Rave Alert, a leading mass notification system, uses accessible formats to ensure messages can be understood and acted on by all, including those who are deaf or hard of hearing, are blind or have low vision and for whom English is not their primary language. The City of Glendora was an early adopter of the solution.

City Challenge: Partly due to its size, California has seen a wide array of natural and manmade disasters resulting in nearly 300 disaster declarations since 2000. U.S. cities have established AFN registries where people could proactively provide health or relevant information to emergency managers. Although well-intentioned, AFN repositories were historically developed without input from the community and tended to overcommit the delivery of resources. This led to registries being underutilized, causing them to be of limited utility. Cal OES wanted a system that moved beyond a traditional registry to enable surfacing data to help emergency managers serve communities in moments of crisis. Enhanced Alerting equips officials in Glendora and other cities with the tools and insights to better support all residents during disasters, including those who may benefit from more time, targeted communications or added resources. Enhanced Alerting helps officials understand Californian’s needs, geo target areas in their cities that need more support and send accessible emergency notifications across a myriad of channels.

Impact: The information engine behind Enhanced Alerting is Smart911, an online safety profile used by tens of millions nationwide. Community members are encouraged to enter addresses, health conditions, medical equipment needs, preferred languages and more into a secure online portal. This data typically presents to an emergency call handler when someone dials 9-1-1. California, however, has made this critical information available to emergency managers, as well as public safety and public health authorities in the aggregate so that they can heatmap areas in their cities that require additional preparedness, response and recovery support, and tailor emergency communications accordingly. As a result, Glendora and other cities are better able to meet the emergency preparedness needs of the community while empowering residents to further their personal preparedness. The program stands as an emergency preparedness and response model for jurisdictions around the world.

How-To: Motorola Solutions builds and connects technologies to help protect people, property and places in cities like Glendora. Its solutions - from critical communications devices and networks, to AI-enabled video security systems, to unified command centers - facilitate the collaboration between public safety agencies and enterprises that’s critical for a proactive approach to safety and security.

In 2022, Motorola Solutions acquired Rave Mobile Safety, a leader in mass notification and incident management. Cal OES was updating its emergency warning system and deploying Rave Alert. As state leaders rolled out the new mass notification system, they engaged with the AFN community and those requiring alternative safety solutions, as well as city leaders and business owners, in an effort to usher in a more inclusive emergency management solution, which led to Enhanced Alerting. Enhanced Alerting is a platform that pushes out preparedness materials, key resources and emergency information - sometimes in granular fashion - so that everyone, including individuals with access and functional needs, can take action. The secure, free portal component of Enhanced Alerting offers emergency management, EMS and 9-1-1 greater situational awareness, with reminders sent periodically to subscribers to keep information up-to-date. Enhanced Alerting allows local governments to establish and communicate realistic expectations within their jurisdictions. Available training covers the benefits and limitations of the program and addresses how protocols should continue to evolve to meet new and unknown challenges within their cities. Cal OES’ Enhanced Alerting system provides cities with emergency preparedness and disaster response services with the critical information that officials need to assess and address the needs of their communities during severe weather and other catastrophic events.

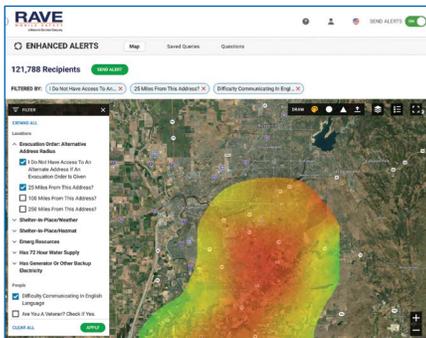
Tags: Service delivery improvement, Innovation, Environmental impact, Other: Public Safety, Disaster, Preparedness



For more information, contact:

Julie Linger
Public Safety Management Analyst, Glendora Police Department
City of Glendora (CA)
626-852-4880
JLinger@glendorapd.org

Noah Reiter
Motorola Solutions, Director
Customer Success & Field Support, Video & Software Services
857-259-0060
Nreiter@motorolasolutions.com



National Forum for Heart Disease and Stroke Prevention: Move With the Mayor® (MWTM) for Mental Health

Project Description: Loneliness is a public health crisis affecting people of all ages, races, and socioeconomic backgrounds. The impact on physical and mental health makes loneliness a critical issue for cities to address. Studies linking loneliness to an increased risk of heart disease and stroke highlight the need for innovative, sustainable solutions. MWTM, a program of the National Forum for Heart Disease & Stroke Prevention, helps mayors implement evidence-based strategies to promote social connection and reduce loneliness in their communities. Studies show that being active while connecting with others reduces the risk of anxiety, depression, heart disease, stroke, and type 2 diabetes.

Over the past decade, 186 mayors in 37 states have used MWTM to engage thousands of residents in improving their health and well-being. Through physical activity challenges and adult vaccination campaigns, MWTM helps mayors create a culture of health.

“All of the decisions we make as city leaders are public health decisions,” said Mayor Matt Tuerk of Allentown, PA. “The way we support our police and fire departments has an impact on public health. The investments we make in our streets or streetscapes are public health decisions.”

City Challenge: Providing effective, sustainable solutions to address the loneliness epidemic is challenging for mayors with limited resources and competing priorities. Another challenge is the time it takes to plan and implement policies or programs that may not meet the immediate needs of community members. Through MWTM, mayors can make an immediate impact. “I encourage mayors across the nation to utilize Move with the Mayor®’s ready-to-use tools to promote social connectivity and prioritize mental and physical health in their cities,” said USCM President and Reno, NV Mayor Hillary Schieve.” By promoting evidence-based strategies while providing implementation resources, MWTM helps mayors overcome the challenges of limited resources and time constraints, making it a valuable tool for mayors to positively impact their cities. “The City of Boca Raton was a proud participant and advocate of the Move with the Mayor Challenge and its efforts to enhance both physical vitality and mental wellness in our City. Together, we can all strive to be a healthier, happier community” City of Boca Raton Mayor Scott Singer.

Impact: Fifty-six mayors joined the MWTM Spring Mental Health and Physical Activity Challenge. The challenge generated widespread media coverage, raising awareness that mental well-being is as important as physical health. Mayors in 10 communities launched PSAs, replicating a MWTM paid social media strategy that has historically outperformed national engagement benchmarks. Participating mayors also demonstrated leadership by bringing a national initiative to their communities at no cost.

MWTM has a ripple effect on communities, strengthening a culture of health where residents continue to participate in physical activity and prioritize their mental health even after the events are over. A DeSoto resident told DeSoto Mayor Proctor that participating in a MWTM event motivated her to lose 60 pounds. “If just one person walked away from the event with the motivation to flip the script and really start that healthy lifestyle, it made it all worth it,” Proctor said.



Mayors empowering their communities to connect, move, and thrive.



Move with the Mayor® participants raise awareness about the role of social connection in promoting mental and physical health.

How-To: The Mental Health initiative follows the MWTM platform’s straightforward, structured approach to promoting physical activity while fostering social connection and mental well-being in communities. The initiative kicked off with the Spring Mental Health and Physical Activity Challenge. Participating mayors committed to:

- Host or participate in at least one event during the challenge. The activities could range from walks, runs, bike rides, group fitness classes, or any other physical activity encouraging community participation.
- Share messages about the importance of social connection, physical activity, and mental health. The National Forum encouraged mayors to use social media, local news outlets, and community newsletters to spread the word.
- Complete a roadmap to identify and strengthen activities, policies or programs that support community health. The National Forum provided mayors with a roadmap outlining the key elements of an active, connected community and asked them to assess their communities based on these elements. This helped mayors identify gaps and opportunities for improvement. To help mayors successfully implement the challenge, MWTM provided free resources and support, including:
- Toolkit: Mayors received a step-by-step guide to plan and host events, social media graphics, sample messages, and tips for facilitating conversations about mental health.
- Peer-to-peer learning opportunities: Mayors connected through webinars, conference calls, and online forums to share best practices and learn from each other’s experiences.
- Technical assistance: The National Forum supported mayors with event planning and linked them to resources and partners.
- PSAs: Select cities filmed PSAs to raise awareness about the linkage between physical activity, mental health, and social connection.

Overall, the MWTM challenge aimed to promote positive mental health in communities by encouraging social connection and physical activity while providing support resources.

General Tips: The challenge empowered mayors to take immediate action to improve community health. Collaborating with mental health organizations, fitness centers, parks and recreation departments, and other community groups helps raise awareness and get more people engaged. It is important to continuously evaluate participant feedback, identify areas for improvement, and revise the program. Finally, using these assets throughout the year, not just during the designated challenge period, helps sustain social connections and physical activity’s positive impact on mental health, allowing them to take immediate action in their communities.

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

Funding: Federal grants

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

For more information, contact:

Mayor Hilary Schieve
(775) 334-2001
schieveh@reno.gov

John Clymer
Executive Director
John.clymer@nationalforum.org
202-903-7303

Jen Childress
Director of Programs
Jen.childress@nationalforum.org
515-422-4498

PayIt: Modernizing Resident Experience and Payments

Project Description: The City of Grand Rapids partnered with PayIt to streamline resident interactions, focusing on improving digital inclusion and operational efficiency. As a result, electronic revenue collection saw a significant increase, late fees for water bills were reduced, and numerous manual transactions were eliminated. Staff were subsequently retrained to focus on more strategic tasks.

City Challenge: The city found a significant portion of traffic on its website was related to bill details and seeking ways to pay the bills. Further investigation showed there was a need to reduce friction with resident interactions related to payments. City leadership needed a payment solution that would encourage resident participation and improve digital inclusion. Residents sought a better customer experience, which made it easier to conduct business with the city government.

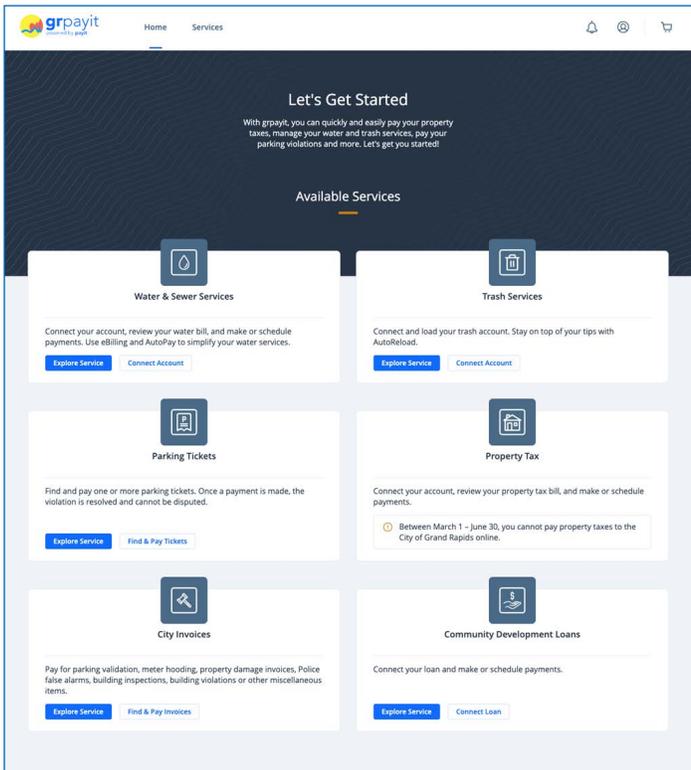
Impact: Since kicking off the strategic public-private partnership in 2017, GR PayIt has “put the power in residents’ hands. The City of Grand Rapids has increased its collections from electronic payments by 245%; recorded a \$200,000 savings in water bill late fees for its residents; and saved over 549,000 manual transactions. Additional outcomes included cost savings to residents, impact on sustainability, improved government efficiency, and retraining staff from transactional processing to knowledge-based work.

How-To: To modernize digital services in Grand Rapids, the city began by assessing web traffic to existing pages and online services. The Google tags on the web pages helped us understand resident interaction. The results were surprising a 86% of traffic identified resident payments and bill information as a key high-value areas of focus. Grand Rapids engaged PayIt, a partner with deep experience in digital government service delivery, to start modernizing the experience. GR PayIt launched with the four largest services including property taxes, water bills, parking tickets, and refuse payments. This has gradually expanded as residents began to adopt the platform and more services could be added.

The math to support the calculations.

\$36,093,000	2017
\$124,766,000	2023
\$88,672,000	Delta
245%	Increase
1,934,331	2017 x 7 years = manual transactions no changes
1,385,138	2017-2023 manual transactions
549,193	Fewer manual transactions

Tags: Service delivery improvement, Cost Savings, Environmental Impact



Grand Rapids Digital Resident Experience

For more information, contact:

John Globensky
 City Treasurer
 jglobensky@grcity.us

Kelly Davis-Felner
 Chief Marketing Officer
 kdavis-felner@payitgov.com

Rubicon: Understanding Kansas City's Innovative Approach to Winter Readiness

Project Description: Kansas City, Missouri has been partnering with Rubicon to digitize its waste and recycling operations for the last five years. This partnership has resulted in significant improvements in routing, customer service, and service confirmation. Kansas City's Public Works Department wanted to bring these efficiencies from its waste operations to the snow world.

City Challenge: Winter events require a rapid, safe, and thorough response to reduce hazardous conditions and keep communities safe. Traditional snow removal methods often lack real-time visibility, which hampers response time, increases costs, and leaves citizens frustrated.

As winter approaches, cities across the United States are gearing up for snow and ice, challenges that can greatly impact a city's operations and its residents' safety. One of the main challenges in snow removal operations is staying on top of the situation in real time.

Impact: Rubicon's snow removal technology assists drivers in navigating their routes, tracking the streets they've serviced, and monitoring the materials they've used. It allows Kansas City's Public Works Department to see where its snowplows are deployed, the intended routes of its snowplows, and what materials (typically salt or calcium chloride) have been applied, and in what quantity. It also allows the Department to deploy resources more effectively throughout the city; if a certain area has been under-plowed, drivers can be redirected to these locations in real time.

Over the past two snow seasons, Kansas City's 300 snow vehicles successfully navigated five major snow events. This achievement was recognized with the prestigious APWA Excellence in Snow and Ice Control Award, underscoring the city's commitment to keeping its streets clear and safe during winter weather.

As Kansas City continues to pave the way in tech-enabled public works, it serves as a model for cities across the country, demonstrating that through innovation and partnership, municipalities can enhance public services, save taxpayer dollars, and most importantly, improve the quality of life for their residents.



A City of Kansas City, Missouri snow plow ready to get to work

How-To: Rubicon equipped every snowplow driver in Kansas City with an iPad running RUBICONSmartCity's proprietary software. This technology shows their entire route, including street priority and recent plow activity. It guides them through their routes, which helps to address the staffing challenges that many cities face—Kansas City can now utilize personnel who are not typical snowplow drivers, allowing the city to scale its workforce based on need rather than maintaining a large staff year-round.

This is true even of City Manager Brian Platt, who visits the Public Works Department during winter storms to support the team: "Somebody hands me an iPad with a route on it, and I don't have to think about it. I put it in the cab, and it tells me exactly where I need to go, it tells me exactly how much I have done, and how much I need to do still."

Budget: Return on investment (ROI) is estimated at ~\$680K. This increases to ~\$2M if fleet optimization takes place.

Funding: General Purpose City Funds

Tags: Service delivery improvement, Innovation, Cost savings



Kansas City's Public Works Department is always thinking one step ahead

For more information, contact:

Michael Shaw
Director of Public Works
City of Kansas City, Missouri
michael.shaw@kcmo.org

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

Salesforce, Inc.: The City of Elgin Redefines the Ultimate Constituent Experience with the Cloud

Project Description: The City of Elgin, leveraging Salesforce technology, transformed its licensing and permitting processes through a human-centered design approach. Starting in 2013, Elgin initially used Salesforce for its 311 contact center but expanded to a comprehensive digital licensing and permitting portal set to launch in early 2023. This portal integrates various Salesforce products to streamline user interactions, allowing residents to easily access services, submit requests, and receive real-time updates. The new system enhances transparency, efficiency, and user satisfaction by unifying multiple service functions into a single, user-friendly platform.

City Challenge: The City of Elgin's outdated licensing and permitting system frustrated residents with lack of real-time updates, limited tracking, and a complex application process. It also made internal collaboration difficult due to siloed data and processes.

Impact: The new cloud-based portal with Salesforce solutions transformed the experience for both residents and city staff. Residents now have a one-stop-shop for licensing, permits, bill payments, and more, with a streamlined application process and real-time updates. City staff benefit from improved data sharing, efficient workflows, and customizable reporting for better decision-making.



How-To: The City of Elgin's success stemmed from prioritizing user needs. They started by understanding resident pain points and streamlining paper applications. They even considered internal assets like street signs as "customers." They then leveraged Salesforce Public Sector Solutions to create a unified cloud-based platform for data management. This offered a single access point for residents (self-service approach) and streamlined workflows for staff. The portal guides residents with pre-verification and dynamic intake flows, reducing application errors. Residents can manage everything in one place, increasing transparency with real-time updates. Finally, the system provides data-driven insights for internal teams to make informed decisions.

General Tips: Remember, flexibility is key. As technology and resident needs evolve, the system should too. Collaboration is crucial. Involve both employees and the community throughout development for a user-friendly and well-adopted system. Think beyond traditional users – consider all "customers," including physical assets like infrastructure.

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

For more information, contact:

(Please reach out to Karol before contacting Aaron)

Karol Ruiz
Public Affairs Manager
karol.ruiz@salesforce.com

Aaron Cosentino
Chief Technology Officer at the City of Elgin
cosentino_a@cityofelgin.org;

Sewer Sentry: Protecting Your Sewer System from Seasonal Rain with FEMA Grant

Project Description: After several years of hard work and planning, the City of Walker successfully secured a \$426,475 grant from FEMA to make needed improvements to the City of Walker Sewer Collection System. This system consists of gravity sewer lines, force mains, low-pressure sewer lines, and 650 manholes that all transport wastewater to the treatment plant. The City's initial efforts to remediate the issue included a Sewer Vulnerability Study performed by City engineers, which pinpointed critical inflow and infiltration (I&I) issues. The City had also completed a previous pilot project using Sewer Sentry's manhole cover device, which demonstrated the I&I reductions needed and aided in securing grant approval. The FEMA grant will be used to mitigate I&I by retro-fitting 395 vulnerable manhole covers with a device that effectively seals and prevents rainwater from entering the system, while allowing the system to vent. Although there are many device options available, the Sewer Sentry's patented device for manhole covers was selected as it not only optimizes operational efficiency but also extends the life span of the sewer infrastructure.

City Challenge: The City of Walker faced a critical challenge with its sewer system, exacerbated by inflow and infiltration problems during rain events. A thorough Sewer Vulnerability Study revealed that 58% of manholes fell below the 100-year storm flood elevation, significantly increasing the risk of stormwater entering the system. This resulted in inflows into the system at more than triple the regular rates during prolonged rainfall, stressing the infrastructure, elevating maintenance costs, and risking sanitary sewer overflows. These issues, compounded by an aging sewer system and the City's limited size and budgetary capacities, necessitated the need for external funding to address and mitigate these issues effectively, prompting the City to pursue a FEMA grant to protect the community's environmental health and prevent further system strain. Less surcharge to the system will also have positive effects on the lift stations and the treatment plant by reducing expenses associated with infrastructure equipment maintenance, energy cost and man hours associated with maintenance, repairs, and extended time spent monitoring the system during rain events.

Impact: These funds will be used as part of a Sewer Mitigation Project to reduce sanitary sewer overflows, reduce or eliminate losses of sewer service, and reduce or eliminate other negative conditions that are caused by an inflow and infiltration of stormwater into the system during rain events.

This system improvement project will be a large step forward for the system and will not only be beneficial to Walker residents but will also help mitigate the statewide issue of stormwater pollution introduced into natural waterways. This new project was scheduled to begin in 2023 and is estimated to take roughly nine months to complete.



The Sewer Sentry is a patented, inflow reduction technology that helps save the environment while reducing operating expenses.

How-To: The identification and resolution of a critical infrastructure need for the City of Walker was successful by implementing the following approach:

1. **Conducting a Sewer Vulnerability Study:** City of Walker engineers began by conducting a thorough study to assess the inflow and infiltration issues in the sewer system, which helped to identify and prioritize areas that needed urgent attention.
2. **Initial Pilot Rollout of Sewer Sentry:** Following the identification of vulnerabilities, the city implemented a pilot rollout of Sewer Sentry's patented device for manhole covers in a small section of the sewer system in 2019, which effectively reduced inflow and was easily evaluated for effectiveness.
3. **Securing Federal Funding:** Leveraging the data from the Sewer Vulnerability Study and the success of the pilot rollout, the City of Walker applied for and secured a FEMA grant worth \$426,475 to expand the implementation of the Sewer Sentry device across other critical areas.
4. **Device Installation:** The FEMA grant facilitated the retrofitting of 395 vulnerable manhole covers with Sewer Sentry devices, which seal the covers to prevent rainwater entry while allowing for necessary system venting, thus addressing the major inflow and infiltration issues without impeding the sewer system operation.

Budget: \$426,475

Funding: Funding was secured through the Federal Emergency Management Agency (FEMA) and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) through the Hazard Mitigation Program.

Tags: Environmental Impact, Cost Savings, Service Delivery Improvement, Innovation



City of Walker, Louisiana has 32 miles of gravity sewer lines and 650 manholes that all transport wastewater to the treatment plant.

For more information, contact:

Wendy Montalbano
Former Director
Water Services and Environmental Compliance
City of Walker, LA
wendy@moonshotmissions.org

Jacob Chism
Executive Vice President
Sewer Sentry Sales & Marketing
318.381.5445
jacob@sewersentry.com

Shipt: The Birmingham Promise + Magic City Mentorship Program

Project Description: The Birmingham Promise, launched under the leadership of Birmingham Mayor Randall Woodfin, provides four years of tuition assistance for Birmingham City School graduates. The program allows graduates to attend any public two-year or four-year college or university in Alabama and provides students with coaches to help them succeed in college.

Shipt understands the impact mentorship has on school and workplace success, which is why in 2023, we committed to investing \$1 million over five years to the Birmingham Promise to reduce barriers to funding for college and increase access to mentoring for students.

To further our investment in Birmingham, Shipt launched the Magic City Mentorship program to increase students' job readiness by pairing them with Shipt team members.

Shipt's investment supports the organization's long-term plan to ensure local students have access to funding for higher education and training, the opportunity to explore career paths through internships, and a comprehensive network of support to increase college persistence and workforce readiness.

City Challenge: Black student enrollment has declined over the last 10 years, and only 35% of Black Americans have associate degrees or higher, which can be essential for economic and social mobility. The Birmingham Promise is the leading organization addressing these challenges in Birmingham, working towards a world in which every Birmingham City School student is supported and prepared to pursue a postsecondary option.

Launching the Magic City Mentorship program, we sought to increase participation in the Birmingham Promise program at Birmingham City Schools with low student engagement rates and increase awareness of high-demand industries and careers in Birmingham.

Impact: Shipt's investment in the Birmingham Promise helps fund scholarships and internships, provides hands-on, real-world training for high school seniors serving as Shipt interns, and provides mentorship opportunities to help guide and support students' careers and personal development.

Through the Magic City Mentorship, Shipt is helping to increase student participation in the Birmingham Promise, especially from the least-engaged schools in Birmingham. More than 60% of the first cohort of Magic City Mentees had applied to the Birmingham Promise internship program by the time the mentorship program ended, and more than 80% reported having a mentor was valuable to them. And, for more than 60% of our inaugural group of student mentees, participating in the Magic City Mentorship program was the first time they had a mentor – and that can be life-changing.

Shipt's Magic City Mentors come from diverse backgrounds and work across multiple disciplines to help demonstrate to students the vast possibilities of a career in tech.



Shipt 2024 Magic City Mentors

How-To: The Magic City Mentorship program was designed to support Birmingham City School students' personal and professional growth while building a meaningful relationship with a Shipt mentor.

To ensure students received a comprehensive experience, the Shipt team created programming with three core components to guide session activities and discussions. These components were Learning Me, Career Exposure, and Taking the Next Step.

Shipt also set the following measurable goals to track the program's success:

- Increase student participation in the Birmingham Promise program from Birmingham City Schools with the lowest engagement rate
- Increase awareness of high-demand industries and careers in Birmingham

Shipt's Magic City Mentorship program managers paired students with other Shipt professionals passionate about mentorship, conducted self-assessment surveys to help students identify their strengths, partnered with other local companies to host career exposure sessions, and engaged former Birmingham Promise interns to share their personal stories with mentees.

Budget: \$1 million commitment over five years to the Birmingham Promise and \$6,000 for programming and supply costs to create the Magic City Mentorship Program.

Additional Investment: Other investments included costs of training mentors, associated costs with site visits, and nominal engagement moments for students and program participants.

Tags: Impact on City Economy



Magic City Mentorship students visit Shipt HQ to meet and hear from Shipt CEO Kamau Witherspoon.

For more information, contact:

Mayor Randall L. Woodfin
City of Birmingham
205-254-2000

Superintendent Dr. Mark Sullivan
Birmingham City Schools
msullivan@bhm.k12.al.us

Khadijah Abdullah
VP of Economic and Social Impact
Khadijah@shipt.com

Sidewalk Infrastructure Partners: I-94 Cav Corridor - Detroit, Michigan

Project Description: Sidewalk Infrastructure Partners (SIP) company is developing the world’s first connected and automated vehicle (CAV) corridor on Interstate 94 in Michigan — the birthplace of the automobile, the site of the first concrete highway, and the home of 75% of U.S. automotive R&D investment.

City Challenge: In 2020, the Michigan Department of Transportation (MDOT) selected SIP’s platform for a first-of-its-kind connected and automated vehicle (CAV) corridor. The corridor connects Detroit to Ann Arbor, bringing together technology and infrastructure to improve safety, congestion, and accessibility in the local community. Announced by Governor Gretchen Whitmer, Detroit Mayor Mike Duggan, and other elected officials, the project is designed to improve road safety, reduce congestion, improve mobility on the corridor, and support advanced vehicles being developed by automakers that have built Michigan’s robust manufacturing economy. The intent of this project is to future-proof the corridor for future vehicle technology — including personal vehicles, public transit, and freight — in order to move people and goods throughout the region safely and efficiently.

Impact: This project is designed to bring significant benefits to southeast Michigan, once complete. Local benefits will include:

- Enabling safer and future-ready transportation;
- Reducing crashes on the corridor due to driver error, such as distracted driving;
- Immediately detecting incidents on the roadway and reducing response time for situations where seconds matter;
- Providing faster and more reliable travel times, including for transit vehicles;
- Providing an improved automated driving experience for CAVs; and
- Accelerating the potential benefits of CAVs, including safety, increased capacity and reduced emissions within the corridor.

To design, develop, and deliver this project, SIP hired 23 full-time employees in Detroit, further bolstering Michigan’s auto technology sector.

How-To: Following MDOT’s selection of SIP through a Request for Proposals in 2020, the two parties collaborated to determine the best location for the development of the CAV corridor, a stretch of I-94 between Ann Arbor and Detroit. Construction on the project’s pilot segment, a three-mile stretch of I-94 in Wayne County, began in fall 2023 and finished in spring 2024.

Throughout the design and development of the pilot, SIP and MDOT have proactively and frequently engaged local community leaders, organizations, and residents. One key pillar of this engagement is the advisory council of local leaders that the project partners convened. This advisory council provides input and guidance on the project to help ensure that it considers their communities’ priorities and benefits their residents. The project partners have also produced and published a series of materials — including websites, videos, FAQs, infographics, press releases, and more — and hosted several open houses to educate the local public and invite their input.

SIP and MDOT collaborated closely throughout the construction of the pilot, with regular touchpoints for joint working groups focused on design, environmental reviews, public engagement, and more. The partners will continue to work together on all aspects of the project’s development and delivery as it moves into the next phases.

General Tips: Three key tips based on the project team’s experience:

1. Foster regional engagement (e.g., working groups with municipal, county, state, and nonprofit stakeholders).
2. Embrace public-private partnerships through innovative procurement practices.
3. Collaborate across silos throughout the development process.

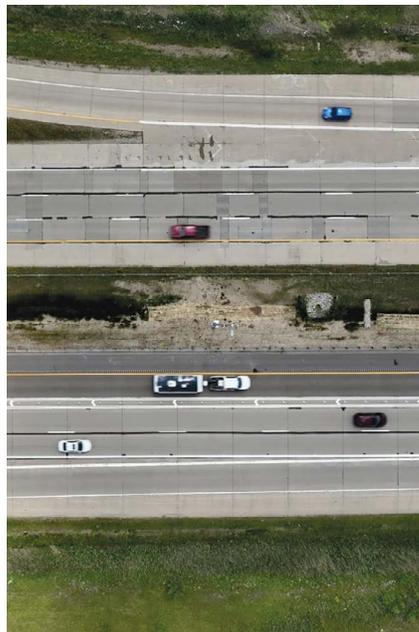
Budget: To date, the project has been entirely funded by private capital.

Funding: Private financing

Tags: Service delivery improvement, Innovation, Impact on city economy, Business benefits



One of Cavnu’s roadside poles along I-94



Overhead view of Cavnu I-94 CAV Corridor pilot

For more information, contact:

David Gilford
 Head of Policy and Strategic Partnerships
info@sidewalkinfra.com

Siemens: Improving Indoor Air Quality (IAQ) and Energy Efficiency for Maine Township School District

Project Description: Emphasizing the strong correlation of improved indoor air quality (IAQ) to student productivity and learning, School District 207 set out to replace and modernize multiple aging HVAC systems throughout its buildings. Located in the northwest suburbs of Chicago, the school district utilized this as an opportunity to not only replace and modernize equipment in three large high school buildings, but also to standardize and streamline equipment in facilities that were built decades apart while also balancing energy efficiency. Standardized system types, control equipment, rooftop units, and fan coils allowed for better monitoring of IAQ and reduced energy and labor costs. This mission was presented to the community, and after demonstrating the value, a \$195 million bond was passed. The district turned to Siemens to guide them as they got to work on improving air quality and reducing energy consumption for 6,200 students and 850 faculty and staff.

City Challenge: Prioritizing high caliber learning for its students, School District 207 in Park Ridge, IL set out to improve building inefficiencies due to aging equipment within three large high schools. The district experienced a lack of building control and visibility, among poor indoor air quality, climate variances from one space to another, and dirty water attributed to old HVAC equipment. This all led to human health challenges and decreased productivity. The school district had to overcome the challenges of working with different infrastructure, systems, and controls in each building, while also trying to balance energy efficiency to obtain energy savings. Even before the COVID-19 pandemic, school administrators understood the importance of air quality in relation to student productivity and learning in the classroom. Post-pandemic, it became more important to understand how air quality can be affected by other particulates such as paint fumes, mold, trace metals, and formaldehyde, which can trigger students with asthma.

To better monitor IAQ and easily maintain uptime, the school system set out to standardize all three buildings on a singular building automation system to implement system-wide communication across the entire school district.

“We were trying to coordinate multiple systems that were fast becoming out of date. We still had equipment that was on time clocks. We knew that operationally we really needed to get into the 21st century to work more efficiently and start reducing our utility costs,” said Dave Ulm, Director of Facilities at Maine Township School District 207.

Impact: Siemens standardized all HVAC system and controls to improve indoor air quality while reducing energy costs. Additionally, pressure independent control valves (PICVs) were selected for a more efficient hydronic system leading to a reduction of overall labor costs and an increase in energy efficiency. The Siemens solution allowed the school district to realize \$75,000 of savings in material and labor costs by using PICVs, 50% faster fresh air delivery, and 30% potential energy reduction from a more efficient hydronic system. School District 207 also benefited from standardization of their equipment from system types to fan coils and the project addressed core technologies, making it easier for the district to add additional technological advancements in the future.



How-To: The school district engaged an energy services company to get a sense of where the building systems were as far as end of life and reliability. It became apparent that fixing the system one component at a time was not going to work; they would need to invest in a whole system upgrade.

The energy company completed an intensive review of the schools' HVAC system infrastructure and architectural firm created conceptual drawings representing the necessary structural changes. Proposed renovations at each school were carefully reviewed with an eye for fiscal responsibility.

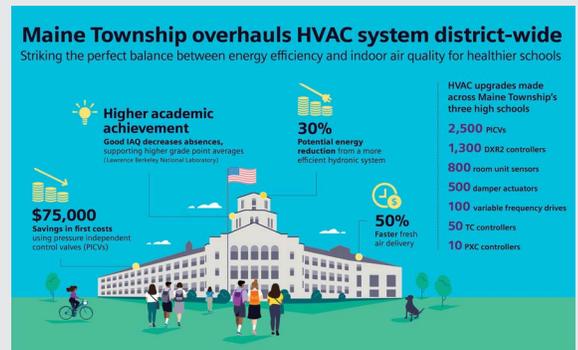
From there, a community task force convened to learn about the project. During a district-wide outreach meeting, they recommended a \$195 million bond to be put forth to voters. The tax referendum for the bond successfully passed by a 2:1 margin.

The master plan included a solution that fit all three schools, with sustainability and energy savings in mind. The most important aspect was to standardize all equipment and systems. That's why Siemens controllers to automate the HVAC system and pressure independent control valves (PICVs) were selected to reduce labor costs and increase energy efficiency. Siemens equipment also simplified many other aspects of the project and increased staff efficiency by making it possible to do much of the work off-site, rather than in the middle of construction.

Budget: \$195 million

Funding: Municipal Bonds, energy cost savings

Tags: Cost Savings, Environmental Impact, Business Benefits, 50% faster fresh air delivery



For more information, contact:

David N Ulm Jr - CPMM
Director of Facilities Maine Township HS District 207
dulm@maine207.org
847 692-8029

Mallori Millen
Product Marketing Manager
Mallori.Millen@siemens.com
224-532-1854

Sourcewell: Streamlining City Curb Management Technology

Project Description: The United States Department of Transportation awarded Strengthening Mobility and Revolutionizing Transportation (SMART) grants to Seattle, Portland, San Francisco, San Jose, Los Angeles, Minneapolis, Philadelphia, and Miami-Dade County to address curb management challenges. These cities — the SMART Grant Collaborative — shared a similar goal to promote more efficient traffic flow, enhance pedestrian safety, boost accessibility, expand access to businesses, and improve city living. To execute their grant initiatives, each city required technology to gather and analyze data about their city streets and sidewalks.

Sourcewell facilitated procurement of these digital tools by developing a nationally competitive, solution-based Request for Proposal (RFP) for Curb Management Technologies with Related Services. Collaborating with city leaders to understand their specific timelines and scopes, Sourcewell drafted the RFP to attract suppliers that could meet the SMART Grant Collaborative’s diverse range of requirements. Sourcewell awarded contracts to 17 companies that provide advanced smart city or community technologies to improve transportation efficiency, including:

- Digitization of curb inventory and regulations
- Historic and/or real-time monitoring and performance reporting
- Curb availability, reservations, and driving directions
- Predictive modeling

City Challenge: City staff specializing in areas such as community planning and sustainability suddenly faced a new challenge: understanding and navigating the complexities of procurement. They were charged with purchasing curb management technology for their city-specific initiatives. They felt overwhelmed with the detailed and time-intensive purchasing process, which involved developing an RFP, evaluating solicitations, and adhering to complex regulations and policies — all before awarding contracts and purchasing the software and related services to begin their projects.

Impact: This project significantly streamlined the procurement process, allowing cities to fast-track the implementation of their individual projects while adhering to their unique requirements and timelines. The SMART Grant Collaborative’s approach also saved time and money on their curb management projects. Sourcewell’s cooperative purchasing program provided these cities with increased administrative and time efficiencies, significant pricing discounts, and compliance with purchasing rules and regulations.

The partnership facilitated the effective use of federal grant money and set a best practice for how cities can leverage cooperative purchasing power to implement high-impact urban improvements efficiently.



Members of the SMART Grant Collaborative meet to discuss curb management technology.

How-To: Sourcewell conducts solicitations on behalf of all eligible government agencies, resulting in highly competitive contracts and pricing discounts. This allows cities and other units of government to maximize taxpayer money by saving time, reducing costs, and gaining access to best-value products and services.

Once Sourcewell establishes a contract, any public agency in the United States can use that contract to purchase from a supplier. Contracts are pre-approved either by direct authority, where existing laws already support cooperative purchasing, or by joint exercise of powers statutes, which allow government entities to use their collective buying power. Government agencies have access to the full solicitation process and all contract documents to document they met procurement requirements through the purchasing process.

When a city or other government agency decides to purchase using a Sourcewell-awarded contract, it’s an easy three-step process:

1. Register as a participating agency at sourcewell-mn.gov/register.
2. Use the search to find a contract for the required products or services.
3. Contact the selected supplier and provide their Sourcewell account number.

General Tips: Cooperative purchasing streamlines government procurement by increasing efficiency and transparency. Endorsed by both The National Institute of Governmental Purchasing (NIGP) and the American Bar Association, it is recognized as an established method for government entities to purchase technology, equipment, and other products and services at the best value.

Budget: There is no cost, no obligation, and no liability.

Funding: Federal grants

Additional Investment: No additional investment was required.

Tags: Service delivery improvement, Innovation, Cost savings, Impact on city economy, Other: Streamlined procurement

For more information, contact:

Sarah Abroff
Transportation Specialist
City of San Jose
Sarah.Abroff@sanjoseca.gov

Elias Khoury
On-Street Parking Manager
City of San Jose
Elias.khoury@sanjoseca.gov

Bill Otto
Senior Manager, Government Relations
Bill.Otto@sourcewell-mn.gov
(651) 295-0365

Stantec: The Monroe Hotel and Residences at 111 W. Monroe, Part of the LaSalle Street Reimagined Initiative

Project Description: An impressive example of Public-Private Partnership, Stantec is providing architecture and interior design services for The Monroe Hotel and Club Residences in the Chicago Loop, which will revitalize 740,000 square feet of space in the former BMO Harris Bank HQ, a 24-story landmark in the heart of the LaSalle Street Historic District. The project will include 345 apartments on its upper floors, of which 105 apartments will be set aside as affordable housing. An approx. 300-room hotel will be located on the ground through 11th floors and feature a rooftop bar and swimming pool, with a fine dining restaurant in the hotel lobby. Hotel guests will enter through the historic lobby, with the residential entry located adjacent to the hotel entrance.

This project is part of LaSalle Street Reimagined, a new P3 downtown initiative to create a place for innovation rooted in the principles of equity and resiliency for a corridor that has the highest retail and office vacancy rates in the Central City. The City (initially) sought up to 3 adaptive reuse proposals for properties located on or within a block of LaSalle Street (within the Invitation for Proposal Boundaries) to include a minimum of 30% of affordable units on-site for households earning average income of 60% AMI; priority for adaptive reuse of historic buildings. Additionally, The City desired to have developers agree to exceed the City's 26/6% M/WBE goals for construction.

City Challenge: Lined with historically significant high-rises between Wacker Drive and Jackson Boulevard, the LaSalle Street corridor has been a center of commercial economic activity for decades. More recently, LaSalle has experienced significant office and retail vacancy rates exacerbated by the COVID-19 pandemic and ongoing market trends that have shifted most new office investment to the West Loop, leaving millions of square feet of underutilized office space along the corridor. LaSalle's future can be maximized on behalf of the entire city by revitalizing its monoculture of offices with a mix of new uses and public amenities (including residential/affordable housing, hospitality and retail) that extend beyond the typical 9-to-5 workday.

Impact: When completed, 111 W. Monroe, an historically significant building connected to an architecturally significant mid-20th century structure, will provide 345 new residential units, of which 105 will be set aside for affordable housing, as well as approximately 300 new hotel rooms, and new dining and entertainment options for the underutilized neighborhood. More amenities means more street activation, as well as investment. The Stantec team is integrating innovative design and technology while maintaining the historic authenticity of the two towers comprising the project: the classical, original 1910 Harris Bank & Trust building and the mid-century modern 1958 stainless steel and glass addition.

How-To: The initiative was developed and funding assistance options such as the TIF Funding and tax credit options, were activated to launch an appealing and achievable initiative. The City then issued an Invitation for Proposals (IFP) outlining affordable housing percentage and M/WBE construction goal expectations of developers and design partners to have their proposals be considered for the Initiative. The City's primary facilitating drivers for achieving the monumental LaSalle Street Reimagined Initiative, are the use of financial incentives. Tax Increment Financing from LaSalle Central Redevelopment Project Area, as well as Chicago Low Income Housing Tax Credits, and Federal Rehabilitation Tax Credits, among others, have successfully appealed to developers interested in adaptive reuse projects within the Initiative's boundaries. The commitment from The City in delivering these projects also appeals to developers who may have previously been reticent to explore projects in what can be a complex area, with complex permit and approval processes.

General Tips: The program is unique in that it aims to maintain the historic urban fabric of a neighborhood challenged by economic drain and population depletion while revitalizing it and breathing vibrant new life into buildings and streets. Architects and engineers are tasked with the challenge of solving the transformative puzzle of office to residential conversion. Historic office buildings often require extensive facade renovation or even replacement requiring specific experience, knowledge and expertise of the architect. The abundance of mechanical space left behind by obsolete systems present unique opportunities to create bespoke amenity spaces for the residents.

Budget: The total estimated cost for the residential component is \$202.8 Million. The TIF request from the City of Chicago is \$40 Million. The hotel development will be done without city funding.

Funding: Private Financing, Federal Tax Credits, Tax Increment Financing (TIF)

Additional Investment: Costs associated with the Developer and Design Firm Partner proposal process, including design concepts and pro forma

Tags: Service delivery improvement, Innovation, Cost Savings, Environmental Impact, Impact on City Economy, Jobs created, Increased tourism, Business benefits, Enhanced Housing Equity

For more information, contact:

Cindy Chan Roubik
Deputy Commissioner City of Chicago Department of Planning and Development (DPD)
Cynthia.Roubik@cityofchicago.org
Office: (312) 744-0012

David A. Goldwater
Vice President, Public Policy
David.Goldwater@stantec.com
Mobile: 678 602-1661



Rendered elevation showing connection between the two buildings of the project site & future uses



Rendered view of transformed residential and hotel amenity space

The Recycling Partnership: Personalized Recycling Education + AI Technology to Reduce Contamination and Increase Participation

Project Description: Recycling contamination, or non-recyclable materials in recycling carts, is something many local community programs work to solve for, and while there are many strategies, clear and consistent education is key. In East Lansing, with support from The Recycling Partnership and others, a pilot project learned that AI technology (attaching cameras onto recycling trucks) paired with different educational messages which were delivered by direct mail could be effective as a strategy to reduce contamination. The project included many components and each part yielded valuable insights into resident behavior. Response mailers with real-time images of contamination, taken from cameras in trucks, can be an effective method to reduce contamination, by as much as 22.5%. The city learned that 76% of households find a response mailer helpful, and 69% reported positive reactions to the mailer.

This project provided the city with valuable data and effective ways to message directly to residents, which can lead to more effective use of education dollars and likely more program impact.

City Challenge: The Recycling Partnership, worked with the city to support the improvement of recycling program materials quality, resident engagement, and materials recovery from the city’s residential curbside recycling program. The City of East Lansing’s partner agreement with the City of Lansing has two components.

1. To provide a certain amount of recycling tonnage per year towards the combined contract with their recycling facility (Emterra), and
2. To keep recycling under an 11% contamination rate.

If the city fails to meet either of those components, they are subject to fines and fees. Both the quality and participation projects allowed the City to decrease contamination and increase tonnage collected, thus meeting both contractual obligations.

Impact: The East Lansing project’s impacts range from reducing contamination of non- recyclable materials in the recycling cart, an increase in residents setting out their recycling carts, consistent education, and long-term monitoring of residential recycling behavior.

- Reduced contamination of non-recyclable materials in the recycling cart by 22.5%
- After three empathetic mailers, those that had not set out their recycling cart previously were 28% more likely to set out their cart.
- By keeping AI cameras installed on recycling trucks, the city can continually check in on residential recycling behavior. They can activate the educational mailers that were used during this project when needed, focusing on strategic initiatives to drive recycling, such as high resident turnover time (student population) or holidays when contamination is highest.

Informational mailer that was sent to residents. On the left, you’ll see the photo of the contaminant that was captured by the camera on-board. In this case, a garbage bag.



How-To: In collaboration with city staff, The Recycling Partnership worked with East Lansing to determine that contamination reduction was the next step for improving the local recycling program. The teams:

- Worked to use AI cameras on the trucks
- Met regularly to implement the pilot project
- Developed and implemented an education program
- Regularly reviewed data about participation and contamination

General Tips: This type of contamination and quality project works best in areas that have every other week collection programs because it allows for more time for mailing of education.

- The Recycling Partnership has conducted dozens of contamination reduction and education projects with local recycling programs. These programs, referred to as Feet on the Street, involve trained teams who check residents’ recycling carts and leave a tag, letting them know if an item that does not belong in the recycling cart is detected. Educational mailings and cart rejections are also used to educate residents about their recycling habits. Using AI cameras in lieu of these in-person teams can be cost-effectively kept in place all year around with minimal staff time or oversight needed.
- More information and a detailed report is available at <https://recyclingpartnership.org/case-study-personalized-recycling-education/>

Budget: \$28,000

Funding: Other = Non-profit grant using state funding

Tags: Other = Recycling



Recycling truck in East Lansing, Michigan

For more information, contact:

East Lansing Contact:
Cliff Walls
cwalls@cityofeastlansing.com

Cassandra Ford
Community Program Manager
Cford@recyclingpartnership.org

U.S. Green Building Council: More Than One Way to LEED in Kansas City

Project Description: Kansas City, Missouri uses the LEED rating system in a number of ways to achieve its health, resilience and sustainability goals. In 2023, Kansas City was awarded LEED for Cities Gold certification from the U.S. Green Building Council (USGBC). LEED for Cities verifies the City's progress toward sustainability and quality of life goals using data on citywide energy and water usage, waste diversion, access to green spaces, housing affordability, economic growth, transportation, and more. By participating in the LEED for Cities Local Government Leadership Program's annual national cohort, Kansas City received support from USGBC with training, technical assistance and peer-to-peer networking on their journey to certification. Kansas City also has a leading by example policy for its own buildings, requiring new city facilities and renovations exceeding 5,000 sq. ft. to achieve LEED Gold certification. Projects such as KC Streetcar Vehicle Maintenance Facility have achieved LEED Gold certification in accordance with the green building policy, demonstrating the City's commitment to being a role model in the region. USGBC supported Kansas City with implementation of its LEED policy.

City Challenge: The \$1.5 billion Kansas City International Airport (MCI) terminal project faced complex challenges, as a 1.1 million sq. ft. high-performance critical infrastructure project constructed during the COVID-19 pandemic with significant supply chain shortages. The City's leadership by example green building policy was instrumental in setting and achieving sustainability, energy, and health goals for the project. The commitment to certification, along with LEED's integrative process, supported the extensive project team in developing innovative approaches--such as the all-electric system--and coordinating sustainability strategies. Ultimately, MCI achieved LEED Gold certification in 2023, making it the first airport project in the Midwest to certify at the Gold level under the LEED v4 BD+C rating system. At the new airport terminal's ribbon cutting ceremony, Secretary of Transportation Pete Buttigieg celebrated the project's impressive on-time, on-budget completion. Overall, certifying city projects to LEED helps result in accountability, synergy, and a structured process from day one, a key theme throughout all the LEED rating systems, including the related LEED for Cities program.

Impact: Kansas City's Chief Environmental Officer Andy Savastino explains, "Kansas City is blazing a trail towards a more sustainable future, always seeking innovative, collaborative, and creative approaches to meet our sustainability goals. Achieving the esteemed Gold Certification through LEED for Cities is a testament to our unwavering dedication to pursuing a triple-bottom-line strategy, where we strive to attain social equity, economic vitality, and environmental quality within our community." Mayor Quinton Lucas emphasizes that "Kansas City has taken several steps to help us reach our goal of climate neutrality for city operations by 2030. Our goal is to reach [communitywide] climate neutrality by 2040. The passage of our Climate Protection and Resiliency Plan, which establishes a roadmap to drastically cut our greenhouse gas emissions, [centers] public health and equity in our policies and operations."



Mayor Lucas joins the celebration for Kansas City's Gold-level certification in LEED for Cities.

How-To: USGBC has served as a resource to local governments for decades, connecting them to the robust green building and sustainable development professional community, green building policy support, sustainability education resources, and tools such as LEED and LEED for Cities certification. Kansas City adopted LEED Silver certification as a standard for its own buildings in 2004, updating to LEED Gold in 2011. USGBC continues to support the City towards successful implementation of the policy. The resulting LEED projects save taxpayer dollars, reduce energy usage, improve community health, and reduce greenhouse gas emissions. Participation in this program waived the LEED for Cities registration and certification fees, offered a one-year USGBC membership at the Silver level, and provided dedicated technical support and peer-to-peer exchange with other cities around the country. Contact us for more information on LEED for Cities and upcoming opportunities to apply for the national cohort.

General Tips: USGBC has many resources to help City officials and staff understand the impact of buildings in climate action planning as well as best practices and other strategies for building and community decarbonization. We have a robust education platform with many free courses, a local government newsletter, LEED for Cities brochures and webinars, public policy library, and resources to identify opportunities for federal IRA funding. Contact us to learn more about LEED and USGBC's resources for cities.

Budget: Bank of America has invested \$3.15 million in the LEED for Cities Local Government Leadership Program to date, supporting local governments with program fee stipends. With respect to the new airport terminal, costs were embedded in the design-build total project, and the project was completed within its \$1.5 billion budget.

Funding: Private financing, Foundations, Municipal bonds, Federal tax credits, Federal grants, State grants, General Purpose City Funds

Tags: Cost savings, Environmental impact, Impact on city economy



USGBC staff, volunteers, and LEED project team celebrate the Kansas City International Airport terminal's LEED Gold certification.

For more information, contact:

Andy Savastino
Chief Environmental Officer
City of Kansas City, MO
andy.savastino@kcmo.org

Jennifer Gunby
Associate Director, State & Local Advocacy
U.S. Green Building Council
Jgunby@usgbc.org

Hilari Varnadore
Vice President, Cities
U.S. Green Building Council
Hvarnadore@usgbc.org

Veolia: Rahway, NJ PFAS Treatment System

Project Description: Since 1999, Veolia North America has served as the operating partner for the City of Rahway's municipal water system. The conventional, surface water treatment facility has a capacity of 7.9 million gallons per day (MGD). That management partnership is currently contracted until 2037.

City Challenge: In 2020, the New Jersey Department of Environmental Protection (NJDEP) began to implement regulations on per- and polyfluoroalkyl substances (PFAS). The Rahway Water System has had a granular activated carbon system (GAC) in place for a number of years. Veolia worked with the City of Rahway to proactively upgrade the GAC in preparation for NJDEP's PFAS regulations.

Impact: By upgrading existing infrastructure, Veolia and the City of Rahway were able to meet NJDEP requirements for PFAS contaminants well ahead of schedule.

How-To: Leading the charge on water quality, Rahway had worked to implement GAC filtration and optimize its water system on behalf of the City's nearly 30,000 residents. Rahway's visionary approach and proactive investments in water infrastructure positioned it to be ahead of the curve as new regulations evolved.

Budget: Installation of GAC filters was \$10 Million. Having made the initial investment years ago, ongoing maintenance costs are minimal

Funding: Municipal bonds, Other = NJEIT Loans

Tags: Service delivery improvement, Innovation, Environmental impact



Veolia staff at the Rahway water treatment facility

For more information, contact:

Daniel Lee
City Engineer
DLEE@CityofRahway.com

Andrew Suarez
Project Manager
Andrew.Suarez@Veolia.com

Annie Osborne
Director, State & Local Gov. Affairs
Annie.osborne@veolia.com

WM: Eliminating Barriers to Employment Through Innovative Employment Pathways

Project Description: WM's Innovative Employment Pathways (IEP)[®] program is a collaborative effort with community-based organizations designed to provide recruitment opportunities to underemployed individuals facing various employment barriers. This includes those who have been impacted by the justice system, differently-abled people, and those who are currently or have previously experienced homelessness. In Fort Worth, Texas, WM collaborated with a nonprofit dedicated to helping people experiencing homelessness or struggling with other barriers to employment to identify and enroll individuals into a Helper to Driver Pilot as part of the IEP[®] program. WM and the nonprofit provide job training and guidance to help program participants secure positions as Helpers, setting them on a career path toward becoming commercially licensed drivers, one of the most critical industry roles.

City Challenge: Workforce development has been a priority for many cities aiming to enhance the quality of life for their residents. Skilled workers are essential in today's global economy for constructing and maintaining infrastructure and delivering vital services to city residents. Since the beginning of the pandemic, the waste and recycling industry has struggled with a shortage of skilled workers proficient in operating machinery and driving trucks. One significant challenge has been the lack of Commercial Driver's License (CDL) holders. As the job market continues to be increasingly competitive, waste haulers and recyclers are now competing with other industries for the same pool of talented individuals. To address the ongoing workforce issue, and help individuals experiencing systemic barriers to employment, the IEP[®] program offers job-readiness training to help grow the labor force and potentially transform individuals' lives by empowering them to support and care for themselves and their families.

Impact: The Fort Worth Hauling site and the nonprofit have hired, trained, and transitioned three IEP[®] program participants from contingent Helpers to full-time CDL drivers, which tremendously affects a participant's career and life. One such participant and current CDL driver at the Fort Worth Hauling site is Michael, who reentered the workforce after struggling with homelessness due to the pandemic. We have successfully moved 52 people out of homelessness - some of which remained as contingent Helpers (contractors), while some were hired on full-time. The pilot is now focused on creating career paths from the Helper position to CDL Drivers. The goal is to train and hire two helper-to-CDL drivers for full-time employment every quarter. To date, WM has expanded the IEP[®] program to five geographic market areas. In 2023, WM invested over \$2 million in the program, which helped over 600 participants receive job-readiness training while working in frontline positions at WM. IEP program participant testimonial: "When the pandemic started, my wife and I lost our jobs, and we ended up at the Union Gospel Mission. My case manager told me about the nonprofit and the opportunity with WM as a helper. The IEP Helper to Driver pilot program made a complete 180 difference for me. I've gone from staying in a shelter to my wife and me being in a house, and we have enough room for all the kids to be there. I'm no longer living paycheck to paycheck. I have a retirement and future to look forward to." – Michael T.

How-To: By removing obstacles to employment and offering access to career advancement opportunities through the IEP[®] program, WM actively builds relationships with community-based organizations while strengthening ties with the communities we serve. How the IEP[®] program Works: WM values the crucial role of community-based organizations in the IEP[®] program. Together, we identify potential candidates who are interested in getting a job – Helper, Sorter, Customer Experience Representatives, Non-experienced Drivers, Diesel Technicians and Apprentices. Candidates become contingent workers and typically go through a 90-day period prior to becoming WM employees. This collaborative approach is key to the success of the IEP[®] program. IEP[®] Job readiness Training/ On-the-job Coaching: The community-based organization provides job readiness training to equip candidates with the necessary skills and knowledge to advance their careers. WM collaborates with the community-based organization to support IEP[®] participants with on-the-job coaching, and ongoing encouragement. IEP[®] Success: The success of the IEP[®] program is driven by the participant, WM and community-based organizations collectively working together.

"Over the past few years, the program has offered opportunities to support both employment and services within our Fort Worth community -- employers which include the City and private partners, like WM, are important for creating this model which other communities may consider when reviewing best practices," said Cody Whittenburg, Environmental Services Director, City of Fort Worth. "City staff and partners are happy to discuss program highlights with others who may be interested."

Tags: Impact on city economy, Jobs created

For more information, contact:

Cody Whittenburg
Environmental Services Director
City of Fort Worth
682-321-3619

Susan Moulton
Corporate Director of Public Sector Solutions
smoulton@wm.com
562-305-0042.

Zencity: Inclusive Governance in Action: Hermiston’s Journey of Harnessing Resident Voices to Drive Strategic Initiatives

Project Description: Hermiston introduced a multifaceted engagement approach using Zencity 360. This approach was designed to capture a wide array of concerns and priorities from residents, ranging from neighborhood issues to community-wide challenges. This led to more nuanced and localized governance. The City deployed the following tools using Zencity:

- **Community Survey:** Essential in gathering representative resident feedback across quality-of-life topics. The results were presented to the City Council to inform Council policies and priorities. Results from the survey indicated areas of concern, including Housing, Arts & Culture, and Public Safety, along with areas for which residents showed increased satisfaction, such as Parks & Recreation, Sense of Community, and Pedestrian Accessibility.
- **Engage:** Enabled the city to deploy monthly surveys focusing on each council priority, offering a deeper dive into community concerns and preferences.
- **Organic:** Allowed the city to observe and analyze online public discourse from many sources in one place. Zencity provided Hermiston with insight reports on key topics in the discourse, highlighting real-time community sentiment.

City Challenge: Hermiston, Oregon, with a population of about 20,000, is the largest city in Eastern Oregon. Known for its cultural diversity and dynamic growth, the city has been actively addressing various urban challenges.

This was further exemplified in February 2023 when the Hermiston City Council and its management team dedicated two days to their annual strategic planning retreat. The retreat was instrumental in identifying the city’s key focus areas and setting realistic, community-aligned goals. It served as a foundation for the city’s staff in the upcoming year, ensuring that operational efforts aligned with the strategic objectives that emerged from this collaborative engagement.

Beyond the engagement of city staff, Hermiston faced the challenge of integrating resident feedback into its strategic planning. The city aimed to educate the community on strategic priorities and assess performance across several key areas, including Workforce Development, Transportation, Housing, City Facilities, and Wellness, ensuring that the city’s growth aligned with and even exceeded residents’ expectations. There was, therefore, a need for more granular and localized resident feedback.

Impact: The city’s multifaceted approach to community engagement around its planning and development has helped Hermiston focus its efforts and resources on areas that matter most to residents. By using both proactive (i.e., community survey and engagement sites) and passive (i.e., organic discourse monitoring on digital channels) methods to obtain feedback, the city was able to hear from a broader range of residents and dive deeper into the most pressing issues and priorities, including housing, public safety, workforce development, and use of city facilities.

Based on the engagement results, the city administration developed a budget amendment package that included funding for three additional police officers while filling in other gaps. The surveys showed high levels of support for adding funding to the police department by drawing in additional revenue across multiple sources (businesses, visitors, residents). Using the results of the online survey and public testimony, the City Council approved the recommended budget.

How-To:

- **Identify Goals:** Determine strategic planning objectives and areas requiring resident input.
- **Partner with Zencity and Plan the Engagement:** Collaborate with Zencity to access engagement tools and develop a strategy for proactive and passive engagement together.
- **Use Zencity Tools and Analyze Feedback:** Deploy Zencity’s survey and monitoring tools and review data to identify trends and priorities.
- **Inform Decision-Making:** Use feedback to shape strategic plans and policies.
- **Communicate Results and Implement Changes:** Share findings with stakeholders and the community; Translate feedback into actionable steps.

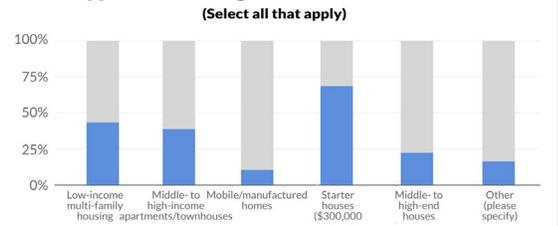
Evaluate Impact and Refine Approach: Assess how feedback informs outcomes; Continuously improve engagement based on feedback.

Following these steps, you can effectively integrate resident feedback into your city’s planning process using Zencity, fostering inclusive governance and enhancing service delivery.

Budget: The contract between Zencity and Hermiston existed prior to this project and varies in cost per city/municipality. The City’s budget will determine implementation costs.

Tags: Service delivery improvement, Innovation

What types of housing does Hermiston need most?



Hermiston’s community survey, powered by Zencity

Hermiston’s engage page, powered by Zencity

For more information, contact:

Byron D. Smith
City Manager
City of Hermiston, OR

Lauren Hoffman
Customer Success Manager
lauren.hoffman@zencity.io



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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