United States Conference of Mayors
Business Council 2021 Best Practices Report

Mayors and Businesses Driving Economic Growth

2021

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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. Due to the recent COVID-19 pandemic affecting our nation, Business Council members were invited to also 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

Contents

AARP: Homeowner's Guide to Accessory Dwelling Units

Project Description: The combined government of the City of Lexington and Fayette County, Kentucky, while considering updates to their comprehensive plan, sought to increase public understanding and gain input on the use of Accessory Dwelling Units (ADU) to increase the availability of a new type of housing. ADUs are small houses or apartments that exist on the same property lot as a single-family residence.

As part of the city's work to become an age-friendly community, the area Senior Services Commission approached the city's planning staff and asked what homeowners needed to better understand the ADU process. The answer was a manual outlining the benefits of ADUs and simplifying the process, from design and construction to zoning.

The Homeowner's Guide to Accessory Dwelling Units lays out the basics of ADUs and includes information and regulations specific to Lexington's pending ordinance, which was under development at the time.

City Challenge: Many communities across the U.S. face a housing shortage. The combined government of the City of Lexington and Fayette County, Kentucky, represents a growing population of more than 323,000 residents. Like other growing areas, the community needed new ways to add density to existing neighborhoods to meet housing demand across age, ability level, and income.

As small houses or apartments that exist on the same property lot as a single-family residence, Accessory Dwelling Units — or ADUs — can help meet housing demands by adding smaller, often affordable housing to existing neighborhoods. ADUs are especially useful for older adults (12.6 percent of Lexington-Fayette County's residents are 65-plus) who want to downsize but remain in the community they call home. For ADUs to be a viable housing option in Lexington, however, the city's zoning code needed to be changed. There had been discussions and unsuccessful attempts to amend the city's code for more than a decade. In addition, residents needed guidance about the value of ADUs, as well as information to help them navigate the costs, design considerations, and zoning standards associated with ADU construction.

Impact: The activities supported under the AARP Community Challenge grant, along with technical assistance provided by AARP Kentucky and volunteer capacity and partnership through the community's age friendly work with community partners, helped secure the Planning Commission's unanimous adoption of an amendment to the city's zoning ordinance in October 2019.

Lexington planning staff note they heard skepticism and concerns from some. While the manual and model ADUs didn't stop all opposition, the materials did help provide residents with a clearer understanding of what the ordinance would do and allow.

The manual continues to serve as a tool for ongoing community conversations and city planners report continued inquiries from residents about constructing ADUs on their properties.
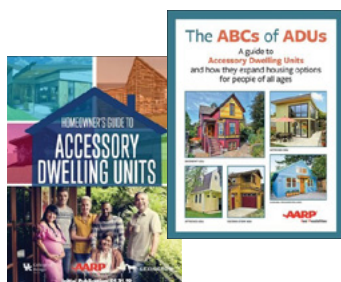
Covers of the Lexington's ADU manual and a free ADU publication by AARP. (See the link below to order or download "The ABCs of ADUs.")

Residents attending a community meeting learn about ADUs.

How-To: In the spring of 2018, the Division of Aging and Disability Services applied for and received a $10,000 AARP Community Challenge grant to support an ADU design competition with the University of Kentucky's College of Design; community engagement sessions with community members; and the development of an ADU manual for residents.

The competition aimed to support students and professionals who had ideas for what ADUs could look like and then provide tangible documents to help the public and local leaders understand what the introduction of ADUs could mean to the community.

A total of 17 original designs were submitted with nine from students and eight from alumni now working as housing professional. The winners were announced at a public event and received small cash prizes.

While the competition was underway, the city developed the draft manual, which explained the basics of ADUs and included information and regulations specific to Lexington's pending ordinance.

Homeowner's Guide to Accessory Dwelling Units is based on a publication, Accessory Dwelling Unit Manual, that was created by Santa Cruz, California, and it was influenced by community meetings with residents. The completed manual served as a guide and resource, along with winning designs from the competition, at community meetings to discuss the pending ordinance.

General Tips:

- Engage local partners. In Lexington, the partnership between the Senior Services Commission and the Planning Division was critical.
- Center community engagement. Meetings with residents allowed influenced the manual and allowed discussion of the zoning ordinance.
- Engage residents of all ages and backgrounds. AARP surveys show the majority of people age 50 or over want to remain in their communities and ADUs offer one way to achieve that goal.

Communities can replicate the Lexington-Fayette competition by partnering with a university and local design firms.

The manuals created by Lexington-Fayette and Santa Cruz are available online. Helpful resources include Accessory Dwelling Units: A Step by Step Guide to Design and Development, created by the AARP Public Policy Institute and the ABCs of ADUs, also provides guidance for communities looking to include ADUs in their mix of housing options. These resources are available at www.AARP.org/ADUs

Budget: $10,000

Funding: Private Financing, General Purpose City Funds

Tags: Service Delivery Improvement, Innovation, Impact on City Economy, Housing

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Aetna: FitDC3 / FitCity Alliance

Project Description: The FitDC3 program (fitdc3.com) was developed a result of Covid-19-related health disparities and trending issues, to provide residents free digital access to health education and resources that address body, mind and community health. The program, executed by the DC Department of Parks and Recreation, brought together partnerships within the District, as well as with Aetna who provided community investment and education, and SKY Schools who provided mental health resources and programming. The program was funded through SoulTree, LLC who has national presence as a diverse vendor.

City Challenge: With the rise in mental health issues, obesity and other chronic conditions exacerbated by the pandemic, FitDC3 provided regular education and resources for all residents of DC, by leveraging health initiatives through DC Mayor Muriel Bowser's office as well as through local and national partners, with the end goal of bridging health inequities through free public programming.

Impact: The impact of FitDC3 has gone beyond reaching District residents. There has been interest within other cities and counties across the nation to replicate this model. In addition, specific to the mental health programming by SKY Schools/ International Association for Human Values (skyschools.org, iahv.org), the workshops initially offered as weekly sessions soon evolved into the full breath-work and meditation course, which has been resoundingly well-received.

How-To: The FitDC3 initiative was borne out of a clear need for holistic and publicly available health resources in light of the pandemic. While it began as a digital platform, with the District resuming public events and gatherings, the initiative has evolved into a community based outreach program in addition to the continued virtual experience. In addition, as insurance payor for the Government of the District of Columbia, Aetna's long standing partnership and support of Mayor Bowser's initiatives has been a key success factor in reaching a broad audience for optimal impact. Also key to the success of FITDC3, is the special partnership with SKY Schools/International Association of Human Values, who was instrumental in leading the mental health component to the program.

Funding: Private Financing, General Purpose City Funds

Tags: Innovation, Public health, Mental health
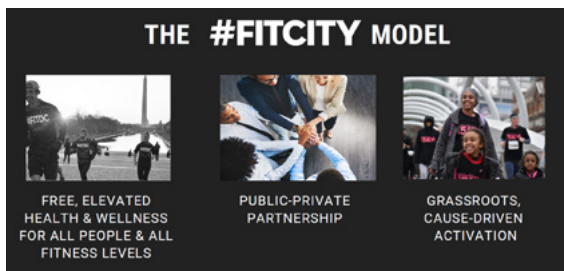
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AT&T: CV-19 Tenant-Based Rental-Mortgage Assistance Help Desk

Project Description: Partnered with City of Dallas to expediently implement a Call Center to help residents with Rental Payment assistance during the Pandemic.

City Challenge: Residents effected by reduced employment hours or loss of jobs resulting from mandatory closures due to Covid-19 needed immediate financial assistance to pay rent.

Impact: This Call Center was a critical link connecting residents with the City for aid requests.

How-To: City of Dallas and AT&T in very close partnership developed requirements for the Contact Center scope of work and agreed to implement immediately due to the importance of this advantageous program.

Budget: $345k cost of Contact Center technology to support the Rental Payment Assistance program.

Funding: Federal Grants, General Purpose City Funds

Additional Investment: We are not aware of sources of funding other than as noted.

Tags: Service Delivery Improvement, Innovation, Cost Savings, Environmental Impact, Impact on City Economy

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Bank of America: Accelerating Job & Economic Opportunity

Project Description: This project is focused at equity in education and employment. It is a collaboration among local government, educational institutions, and economic development organizations to educate/train students of color—rapidly--for highly in-demand jobs with a focus on technology jobs.

City Challenge: This project had two challenges:

- Aligning school curricula/training to the tech jobs available now and to the tech jobs that will be available in the near future.
- Increasing the effectiveness of Black, Hispanic, and Latino student job placement.

Impact: This project was only recently launched. Metrics to be used to define success include but are not limited to the number of Black, Hispanic, and Latino students placed in jobs, declining unemployment rates, and declining number of vacant jobs.

Cloud Computing

How-To:

1. Convener (here Bank of America was the convener) pulls together stakeholders that included local community leaders, educational institutions, business organizations, and workforce development organizations
2. Stakeholders identify in-demand tech jobs for today and tomorrow's workforce
3. Inventory job education/training/skills needed for success in identified jobs
4. Create curricula with 2-4 year certifications necessary to satisfy the needed education/training/skills for each identified job
5. Work with educational institutions (i.e., Miami-Dade College, Florida International University, Broward College and Palm Beach State College) to accelerate receipt of certifications by limiting class requirements to only those classes needed to do each actual identified job
6. Ensure that the job placement office at each participating educational institution is appropriately staffed and working closely with businesses to place students in jobs upon completion of certification
7. Obtain additional funding for any step of the project lacking adequate resources
8. Set metrics to see results in 2 to 3 years.

General Tips: Leverage the relationships built over many years with city, county, educational institutions, and the business community. Bring thought leaders from these sectors together with a vision to employ people from communities who have historically lacked equal education and employment opportunities.

Budget: A total dollar amount cannot be determined for this project because it used existing school programs at several colleges; however, $2.5 million of private funds are being used primarily to augment job placement offices.

Funding: Foundations and Philanthropy and other (college budgets)

Additional Investment: Additional funding in the amount of $2.5 million for this project came from Bank of America's $1.25 billion, five-year commitment to advance racial equality and economic opportunity. The expectation is this project will attract additional private funding and will be replicated in other communities.

Tags: service deliver improvement, innovation, cost savings, impact of city economy, business benefit, and other (equity in employment)

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Black & Veatch: Rapid Modular Health System

Project Description: As COVID-19 took a firm grip in the United States in early 2020, Black & Veatch used its critical human infrastructure skills to develop the Rapid Modular Health System (RaMHS), an alternate coronavirus testing site outside of traditional emergency room or doctor office settings. RaMHS' applications since have diversified in the form of "RaMHS Mobile Clinics," a popular version of RaMHS used for urban core, rural, underserved regions, and more. In addition to its original purpose, RaMHS can be used for vaccination distribution and emergency response. Uniquely adaptable and operational within weeks, RaMHS solutions can be quickly configured to meet community and regional demands. RaMHS has already proven beneficial to municipal health testing sites, schools, large businesses and office complexes, industries such as meat-packing sites, and commercial development.

City Challenge: Headquartered in Overland Park, Kansas, Black & Veatch wanted to use these units to help the Kansas City metropolitan area. Rather than asking residents in hard-to-reach populations – who might not have access to transportation – to come to a central location to get vaccinated, the city decided to bring vaccines to them. Kansas City contacted Black & Veatch to use RaMHS in their quest to distribute two million vaccines in the metropolitan area. To Aaron Deacon of KC Digital Drive, a key partner in Kansas City's vaccination efforts, RaMHS Mobile "gives you the ability to meet a lot of different kinds of needs." Tena Tiruneh of Heart to Heart International, a medical nonprofit that partnered with Kansas City, described the benefits of their unit, saying "It has a great workspace, refrigeration right there and the power to the refrigerator," adding that "the backup generator will help us make sure we maintain vaccine temperature." The mobile vaccination van is available to vaccinators and community organizations looking to host vaccination events, and the two million arms campaign can supply promotional materials, event signage and flyers.

Impact: The need for RaMHS hasn't abated, given the ongoing spread of the virus' more-infectious delta variant. In April, Black & Veatch and RaMHS were rewarded with the coveted top prize for pandemic-related solutions at the 2021 Edison Awards, winning the gold award in the "COVID-19 Innovations: Mobilizing for Emergency Response" category. Reflecting its delivery of solutions, the RaMHS team is supplying one of the world's preeminent cruise lines with multiple, canopied modular units equipped with full labs for on-site coronavirus screening. In addition, one of the world's biggest big box retailers has traditional modular RaMHS units supporting its distribution centers.

How-To: Show your constituents that by turning to RaMHS options, you are taking that added visible, practical and affordable measure of precaution to keep everyone safer. Knowing there's no one-size-fits-all approach, decision-makers in enterprises and communities big and small must begin with thoughtful deliberation about their requirements for a localized, mobile site. Budget considerations must be weighed, however often federal and state funds can be utilized for a RaMHS unit. RaMHS can be best pressed into service as a transportable option for sporadic testing for flu season, virus testing and vaccination, emergency response, and more. Whether it's a RaMHS mobile unit on wheels — easily movable to other locations, reducing infrastructure costs — or a stationary module brought in, Black & Veatch has the answer tailored to your needs.

Funding: Foundations and Philanthropy

Tags: Service Delivery Improvement, Innovation, Cost Savings, Impact on City Economy, Risk Management, Health Benefits

Ashley Stroud (left), business development director for Black & Veatch Health Solutions, and Dave Johnson, the RaMHS solutions team leader at Black & Veatch.

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Equipped with solar power capabilities and 5G high-speed broadband, "RaMHS Mobile Clinics" have proven popular for urban core, rural and underserved regions.

The RaMHS mobile option contains the supporting equipment to store and maintain testing samples, vaccinations and clinical supplies.

CGI Communications, Inc.: The Community Showcase Video Program

Project Description: Idaho Falls is an affordable city with a strong agricultural economy, and is home to a unique culture of music, art, and sports. Located in Bonneville County, Idaho Falls is the largest city in the Eastern Idaho region and is the third-largest metropolitan area in the state.

Over the past 30 years, CGI has carried out their mission of helping communities, like Idaho Falls, effectively tell their story. Through its partnership with the United States Conference of Mayors and over 5,000 communities nationwide, CGI has found the power in public-private partnerships in order to effectively market communities.

City Challenge: Dana Briggs, Economic Development Director for the City of Idaho Falls stated, "Idaho Falls is a member of a regional economic development organization that markets Eastern Idaho as a whole, but we lacked an ability to market our specific community in one centralized location. Different organizations such as the Chamber of Commerce, Downtown Development Organization, and individual businesses marketed Idaho Falls in various ways, but having a 'one-stop shop' area for marketing was a challenge."

She continued, "The Idaho Falls Video Tour, powered by CGI Communications, helped tell Idaho Falls' story in a comprehensive and visually aesthetic way. We were able to choose what industries and focus areas to highlight, and by doing so, the message that we are now able to share about Idaho Falls is truly what our community is known for, becoming, and working towards."

Impact: Briggs elaborated, "The Video Tour also allowed businesses from all industries and of all sizes to participate in an engaging way. The style of our videos in particular allowed for increased community pride because the videos are formatted in an interview style. Over 40 people are featured in our main Idaho Falls videos alone, allowing many different community members and business representatives to share in the experience of telling the Idaho Falls story."

Dana continues, "The Video Tour is featured prominently on the City of Idaho Falls website, and is one of the main traffic areas our website receives. Current community members and local organizations, as well as people and businesses from all over the country and world have gone to the City's website and viewed the Video Tour. This increases the SEO metrics for the City's website overall, and drives traffic to other community organizations and businesses along the way. It has been a great resource and addition to what might otherwise be a standard municipal website that offers a lot of practical information, but little inspiration or excitement."

How-To: CGI knows staff time and resources are limited, which is why they dedicate over 40 experienced staff members to write the video scripts, film, edit, and provide professional voice-overs.

Here are the steps to get started:

1) Have a meeting with the video production team

2) Select video topics that best highlight your community

3) Choose your filming dates

Let CGI take care of the rest!

"CGI Communications is a wonderful company to work with. Idaho Falls has had nothing but a positive experience working with the CGI team, and our Video Tour creation process from pre-production to publication was a pleasure. I recommend the Video Tour product to any municipality that is seeking increased marketing and economic development resources." - Dana Briggs, Economic Development Director

Budget: NO-COST to municipalities

Funding: Business sponsorships

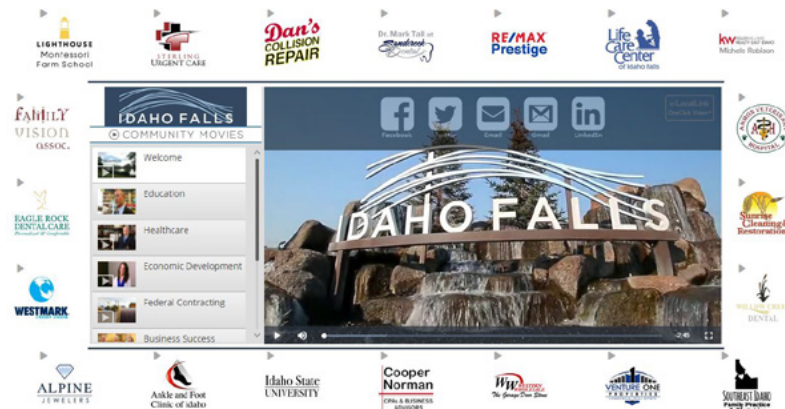**Tags:** Innovation, Cost Savings, Increased Tourism, Business Benefits

Custom video tour link for your city's official website

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Video tour interface

Citi: Citi Start Saving® (CSS)

Project Description: The Citi Start Saving® platform is a one-of-a-kind, cost-effective digital system used to manage the end-to-end fiscal administration by public sector and large community organizations that sponsor and operate college savings programs for the benefit of students and their families.

CSS leverages Citi's expertise and core capabilities to provide a platform that empowers students and their families – especially those living on lower incomes -- with access to the tools that can help build a more secure and equitable financial future, starting with saving for their education.

From the program's start in 2011 to its expansion in 2021, Citi's goal was to create a sustainable, scalable and inclusive product that includes FDIC-insured accounts held by the sponsors that is easy to use, and above all, can be automatically provided to every child entering a school system -- even those children whose parents may be unbanked or who are foster children. It is this approach to universal access that makes CSS a key component of Citi's Action for Racial Equity initiative, which includes a goal of helping 1 million youth on the path to higher education.

City Challenge: In San Francisco, one in three children are born into families with almost no savings. According to research from Prosperity Now, saving for college can impact many aspects of children's lives, especially for those living on lower incomes. Even small savings can make a big difference in a child's future: starting to save early for college with the help of children's savings account (CSA) programs can result in improved financial and educational outcomes, improved math scores, higher graduation rates, reduced student loan debt and a greater likelihood of owning savings accounts as adults.

In 2009, when then-Mayor Gavin Newsom put forward his vision for a universal children's savings program, Citi stepped up to the challenge. We worked with the City and County of San Francisco, teachers and parents to understand the needs and challenges of building a savings program in which every child is included. The result was Kindergarten to College, operated by the Office of Financial Empowerment of the City and County of San Francisco's Treasurer's Office, the nation's first universal youth savings account program, which utilizes the first-of-its-kind CSS platform.

Impact: Since the program's launch in 2010 in San Francisco, CSS has enabled K2C to reach these milestones:

- $6.5MM in Contributions (deposits) from students and families
- $4.5MM in Incentive awards
- $11.0MM in total savings (sum of Contributions and Incentives) for college
- 11,353 savers (students with over $0 in Contributions)

Citi continues to evolve and develop the CSS platform, adding new features and improvements to ensure that the program is accessible for families and easy to manage for program administrators. And in 2021, CSS has powered the launch of college savings programs in San Jose, California, with their SJ Aspires program, and in Los Angeles for their Opportunity LA initiative. These two new programs, powered by CSS, will advance our goal of helping 1 million youth on the path to higher education.

Student making a Kindergarten to College deposit during a branch visit

Students learning how ATMs and bank accounts work during a branch visit

How-To: Addressing the challenges required to support a truly "universal" public school savings program required the collaborative development of a new platform that was truly sustainable, scalable and accessible. We worked with the City and County of San Francisco, tapping competencies from an array of Citi businesses, to develop a solution that could navigate the complex policy requirements and goals among different stakeholders.

The platform was designed to both provide easy administration for City employees and easy access for families who may have limited computer or banking knowledge. Ongoing collaboration with our partners in San Francisco has enabled Citi to continue developing and improving the platform, eventually reaching the point where it could be scaled and replicated to other cities.

General Tips: A recent update to CSS provided five different automated channels for taking deposits, and automatically processes and reconciles transactions and posts daily. Participants and their families can access program information 24/7 from a desktop, smartphone or tablet, in multiple languages. We have made this platform available to any municipality that wants to start a CSA program.

The Kindergarten to College program, which is based on the CSS platform, received the USCM's 2013 Excellence Award for Public-Private Partnerships

Funding: Citi provided the CSS system, banking services, and all of the consulting to San Francisco at "no cost" to the municipality or school system. The costs were absorbed as part of our corporate innovation and social responsibility to develop solutions for the underserved and underbanked in the United States.

The City of San Francisco raised private financing from foundations, state grants and the city annual budget to support the program for their school system. Citi has supported this program and all of the technical and operational improvements at no cost to the municipality.

Tags: Service Delivery Improvement, Innovation, Impact on City Economy, Business Benefits

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Crown Castle: Crown Castle and the City of Long Beach, California Partner to Deliver Increased Connectivity During COVID-19 Through Term Permitting

Project Description: At the start of COVID-19, Crown Castle partnered with the City of Long Beach to help address two major issues: the urgent and increased need for more reliable connectivity and the resources needed to inspect and approve the fiber project that would improve service to Long Beach.

The project consisted of over 84,000 linear feet of aerial fiber to be attached to existing utility poles and the installation of 119 new anchors to support the weight of the fiber. Prior to COVID-19, Long Beach's Public Works Department required plan checks of each aerial fiber segment, which would have resulted in roughly 100 individual applications to be submitted.

This requirement would have overwhelmed city staff tasked with reviewing the permit approvals needed to install the fiber, many of whom had been furloughed at the start of the pandemic.

Crown Castle used a term permitting process, which allowed city staff to issue a city-wide term permit for the aerial fiber, streamlining the review process while preserving the city's oversight and ensuring compliance with regulations. By utilizing a Term Permit, the project was completed in 45 days with minimal impacts to local residents and businesses.

City Challenge: Like many communities during the pandemic, Long Beach was facing major budgetary issues and were forced to layoff or furlough many of its staff. This would have resulted in lengthier permitting and approval processes and a major delay in the deployment of additional telecommunications infrastructure to meet Long Beach's increased connectivity needs. Long Beach and Crown Castle had to work together to balance the need for new infrastructure while ensuring that projects complied with local and state building codes as well as federal time limits on permit approvals.

Impact: The collaboration between Long Beach and Crown Castle was extremely successful resulting in the construction of 84,000 linear feet (approximately 16 miles) of new fiber, 295 small cell nodes, and 119 new anchors within 45 days resulting in increased connectivity.

- The fiber will allow local businesses, government agencies, housing developments, health care providers, and other entities to access the high-speed broadband services the network provides.
- Additionally, the deployment of small cell facilities will provide enhanced wireless connectivity to mobile device customers throughout the project area.

How-To: Long Beach and Crown Castle created a working group to review and streamline the permitting process, focusing on four main areas:

1. Application Requirements – the replacement of 100+ applications with one term permit

2. Traffic Control Standards – Long Beach collaborated with Crown Castle to standardize traffic control standards while maintaining the ability to update them in the future at the discretion of the Public Works Director

3. Inspections – the City agreed to limit the number of inspections to two 2-hour visits for each segment of the project

4. Fees – Crown Castle paid all of the required fees upfront to ensure that all city costs were covered

General Tips: Ensuring that all residents and businesses throughout the city have access to high-quality connectivity should be paramount in our connected society. Never has this need been more apparent than during the COVID-19 pandemic when the demand for these services skyrocketed and continues to grow. Cities and telecommunications service providers need to work in a collaborative fashion and develop public private partnerships to ensure that infrastructure is deployed in a timely and safe manner.

1. Utilize pilot programs like the term permitting process to address issues and find solutions prior to updating codes and ordinances

2. Work with providers to identify and meet all aesthetic, safety and regulatory requirements

3. Partner with a trusted communications infrastructure business with a track record of working hand-in-hand with municipalities to deliver custom connectivity solutions

Budget: Private financing, no cost to Long Beach

**Funding:** Funded by inspection fees paid to Long Beach

Tags: Service Delivery Improvement

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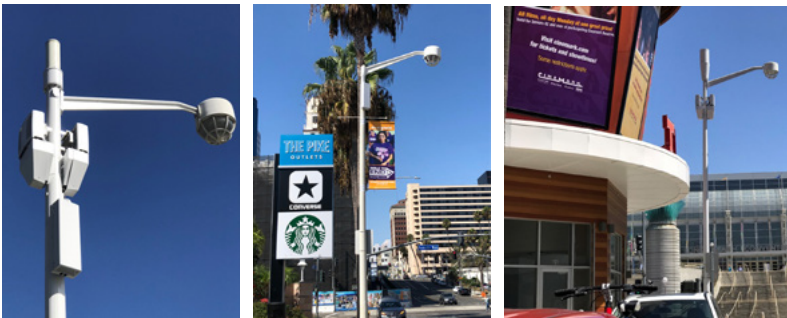
Cruise: Standing with San Francisco in a Time of Unparalleled Need

Project Description: Cruise is on a mission to build the world's most advanced autonomous vehicles to safely connect people to the places, things, and experiences they care about. Prior to the spread of the COVID-19 pandemic in the United States in early 2020, Cruise was testing our fleet of zero-emission, self-driving Chevy Bolt vehicles throughout San Francisco, with the goal of developing a shared self-driving service that Cruise believes will bring new safety, accessibility, and environmental benefits to all.

As the local need for food assistance rapidly grew in our hometown of San Francisco, Cruise quickly pivoted our operations. Working in tandem with two major Bay Area nonprofits — San Francisco-Marin Food Bank and SF New Deal — Cruise's zero-emission AVs began delivering meals and groceries to communities in need, particularly neighborhoods hardest hit by the economic downturn and COVID-19 case numbers.

In April 2021, Cruise formalized its commitment to social impact, pledging 1% of our fleet to serving local communities in need — not just in San Francisco, but everywhere Cruise goes. By joining the Pledge 1% movement, our commitment to our communities grows and scales with us.

City Challenge: The City of San Francisco's Food Security Task Force estimates that 1 in 4 households in the city are at risk of hunger. Additionally, local food assistance programs saw unprecedented demand throughout the latter 2/3 of 2020, with SF-Marin Food Bank serving more than 50% more households in late 2020 than before the pandemic began. While logistics of food pantry delivery programs were already complex, the pandemic forced nonprofits to scale rapidly to meet the challenge.

In response, Cruise joined with local food assistance nonprofits — San Francisco-Marin Food Bank and SF New Deal — to assist in growing their delivery footprint across the city helping reach thousands of new households experiencing hunger. Cruise was able to augment the nonprofits' existing volunteer base, providing certainty and consistency to these partners.

These partnerships gave Cruise an opportunity to give back to our hometown community at a difficult time for the city's residents. It also provided the company with learnings about delivery programs, which also inform our pilot program for autonomous deliveries with Walmart in Phoenix, Arizona.

Impact: To date, since launching the program in April 2020, Cruise has delivered more than 1.4 million meals to San Franciscans in need, through more than 87,000 deliveries. This effort has overwhelmingly supported communities hit hardest by COVID-19 and its accompanying economic hardships, with 84% serving zip codes below the poverty line.

To maintain full health and safety requirements, prior to launching the program, Cruise developed and implemented comprehensive safety protocols for the program following CDC guidelines. Deliveries continue to this day, with Cruise AV operators safely providing pickups from our nonprofit partners and contactless drop offs.

Cruise's zero-emission, autonomous vehicle fleet is also powered with 100% renewable solar power produced in California. As a result, Cruise was able to support our nonprofit partners in their mission to serve San Franciscans in need, all without adding to air pollution from transportation. By delivering with our all-electric renewable-powered fleet, rather than in gas-powered cars, Cruise has offset 75 metric tons of CO_2 emissions — the same annual carbon savings as 100 acres of old-growth forest.

Cruise self-driving, zero-emission vehicles arrive for a food bank pick up.

How-To: With the onset of the COVID-19 pandemic, Cruise's robust on-road testing program on the streets of San Francisco quickly stopped. Company employees and leaders knew immediately that there was a growing need in the community for support, but wanted to be expeditious by supporting organizations who were either already serving those in need or in prime positions to help.

Cruise engaged two local food providers in quick conversations to hear about their need: SF-Marin Food Bank — an already well-known community resource provider scaling from providing hundreds of meals and groceries a day to thousands, and SF New Deal — itself developing to work in collaboration with the City of San Francisco's Human Rights Commission.

Following the initial conversations, Cruise pivoted quickly, engaging a number of cross-functional teams within the company to plan, develop, and execute on a delivery program using the company's zero-emission, self-driving vehicle fleet that fulfilled the need from our partner organizations, while ensuring the health and safety of Cruise staff and of the community members receiving the deliveries. This quick shift by the company required project management direction as well as initial and ongoing support from a range of vehicle operations, legal, and leadership stakeholders, who saw the community need and wanted to step up using the otherwise mostly idled vehicle fleet.

Conversations with these partners continued regularly throughout 2020 to adjust to changing demand patterns and program needs, highlighting the importance of regular coordination. These connection points also provided a forum for sharing insights and discussing opportunities for improved efficiency.

General Tips: Cruise saw the importance of maintaining a scrappy, nimble approach to best meet the short-, medium-, and long-term needs of the communities we aim to serve. These partnerships showed the power of self-driving technology, both to internal and external stakeholders, while also helping to inform Cruise's public affairs approach through partner organizations that are established in their communities and are innovating to meet new challenges.

Budget: Cruise repurposed existing resources, including staff time and vehicles, to support this program, at no cost to our nonprofit partners.

Funding: Private Financing

Additional Investment: No

Tags: Service Delivery Improvement, Innovation, Cost Savings, Environmental Impact, Impact on City Economy

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DoorDash: DoorDash and the New York City Department of Education Partner to Help Medically Fragile Students

Project Description: DoorDash, through its flagship social impact program, Project DASH, partnered with the New York City Department of Education to facilitate the delivery of meals to medically fragile students during COVID-19. Project DASH facilitates last mile delivery for government & nonprofit partners, allowing them to connect meals, groceries, school supplies, or other items directly to communities in need via DoorDash.

Responding to an urgent need, DoorDash worked with the Department to create a solution that would ensure continuity of meal support for vulnerable students. On a daily basis, delivery drivers (known as Dashers) picked up meals from meal hubs and delivered them to the homes of medically fragile students who were unable to leave their homes and depended on those school meals.

Last mile delivery allows cities and nonprofits to concentrate on serving their communities while leveraging DoorDash's robust logistics platform to reliably deliver meals to those who depend on them. DoorDash has joined with more than 70 partners supporting 1000 unique local community organizations through Project DASH and we are excited to work with cities to grow the reach of local food access programs.

City Challenge: After New York City public schools closed for in-person instruction in mid-March of 2020, the Department's neighborhood meal hubs became an important resource for many families. Students with compromised immune systems or mobility challenges were struggling to access the meals, which included lunch for the day and breakfast for the next day.

COVID-19 raised the specter that they might have to go without the food that served as an integral part of their daily nutrition.
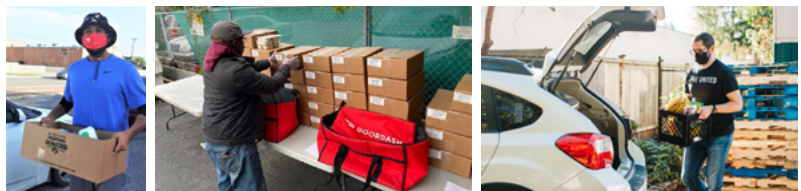
DoorDash, working with the New York City Department of Education, powered deliveries to these students throughout stay-at-home orders and during the initial phases of reopening. Delivery drivers arrived at meal hubs to pick up meals for students and dropped them off at students' homes in the afternoon each day. This project, focused on combating food access challenges for medically fragile students, ensured that students who counted on meals provided by the New York City Department of Education were able to access them in a safe and reliable way.

"This partnership with DoorDash will ensure medically fragile students can get the food they need delivered to their home," said Mayor Bill de Blasio at its outset.

Impact: This partnership ensured that medically fragile students safely accessed the meals they depended on by leveraging last-mile delivery via DoorDash's Project DASH.

More than 350 households were provided with more than 68,000 meals through more than 34,000 deliveries. This helped students focus on their education instead of worrying about their next meal. Medically fragile students were able to stay at home and limit their exposure as the pandemic raged.

The New York City Department of Education added: "We appreciated the opportunity to work with DoorDash when the pandemic started. They provided a service to our most vulnerable students at a time when there was much uncertainty about how costs were going to be covered. As the pandemic response became a long term situation, DoorDash initially donated deliveries and later provided the service at a deeply discounted rate which was funded by outside donations to the Fund for Public Schools. The families who received the service were grateful to not have to leave their home with the medically fragile student and expressed that this was an essential service when they could not leave the medically fragile student to pick up meals."

How-To: This partnership is the result of a successful collaboration between DoorDash and the New York City Department of Education. During the pandemic, government agencies and the people they served faced challenges they had never before experienced. The New York City Department of Education, in search of a reliable last mile delivery partner, contacted DoorDash to determine the feasibility of providing meals to medically fragile students who depended on those meals and were unable to leave their homes due to their underlying medical conditions.

DoorDash responded to the department's need by determining the structure of a potential partnership and how quickly one could be created given that time was of the essence. Since 2018, DoorDash has powered similar deliveries for food banks, food pantries, and other local stakeholders through its flagship social impact program, Project DASH.

DoorDash's Government and Nonprofit Drive team, which supports social and public sector delivery initiatives, worked with the New York City Department of Education to determine which meal hubs could serve as pickup points in order to maximize the reach of the project, the number of students impacted, frequency of deliveries, and delivery locations needed to create the greatest impact.

Once the scope of the partnership and the need was determined, DoorDash immediately began routing Dashers to meal pickup locations so medically fragile students would be able to enjoy the meals they needed on a daily basis. These deliveries continued until June of 2021.

General Tips: Established in 2018, Project DASH has powered over 800,000 deliveries of more than an estimated 15 million meals in more than 900 cities across the United States. Working with governments and nonprofit organizations, Project DASH has facilitated the delivery of meals, groceries, household goods, and school and medical supplies. Project DASH provides convenience and dignity for people who are experiencing food insecurity, transportation or mobility barriers, are immunocompromised, or facing other barriers to access.

Budget: When governments and nonprofits partner with DoorDash to deliver meals or other goods, we provide deliveries at cost. Any fee associated goes to the Dashers who make those deliveries like any other DoorDash order and often reinvest their earnings in the local community. The estimated total investment by DoorDash and the New York City Department of Education combined was more than $239,000. A significant portion of deliveries were donated by DoorDash, enabling the program to start almost immediately. The Department of Education decided to continue the program with DoorDash facilitating deliveries at cost.

Funding: Foundations and Philanthropy

Tags: Service Delivery Improvement, Innovation, Improving Food Access Through Last Mile Delivery

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Gridics: How Gridics & the City of Miami, FL Revolutionized Zoning Transparency

Project Description: Zoning regulations are difficult for staff, citizens, and developers to understand and interpret at the individual property level. This leads to bottlenecks in development approvals, increases staff time to service daily questions from citizens and a lack of transparency around solving housing, resiliency and sustainability challenges. Together with the City of Miami's Planning and Zoning Departments, Gridics developed a comprehensive zoning management platform that has been in use across the City since 2016. At the heart of the Gridics platform is its patented zoning calculation engine that combines measurable zoning regulations as outlined in the code with GIS parcel analysis to calculate over 30 data points about every parcel in the city. Once calculated, the city has a foundational zoning property record data set that heretofore has never existed at scale. Sitting on top of this data is the Gridics zoning information platform which integrates citizen self service tools, real-time code publishing, site analysis and 3D mapping technology that makes it easy for cities to better service citizens and make smarter planning decisions.

City Challenge: The City of Miami and Gridics have been focused on the overarching goal of translating zoning regulations to the parcel level to make it easier for all to interpret, analyze and understand. Zoning is too complicated and should promote -- not impede -- sustainable, equitable development. Addressing these challenges has defined the Gridics partnership from day one.

Additional pain points the Gridics platform solves for the City of Miami include:

- Front counter inquiries: Providing virtual citizen self service tools to look up parcel specific zoning attributes.
- Outdated online code: Real-time staff editing allows code text updates in seconds, not weeks.
- Development backlogs: Streamlining the plan review process
- Affordable Housing: Visualizing the effect of zoning and housing capacity based on various policy levers in a 3D map.
- Long Range Planning: Visualizing proposed zoning changes to make data driven decisions.

Impact: Use of the Gridics platform delivers value to 6 different divisions within the City of Miami divisions (Planning, Zoning, Building & Permitting, GIS, Information Technology and Economic Development) and drives thousands of dollars in cost savings each month.

The following are just a few of the many concrete process improvements:

- 60% decrease in citizen calls, emails, & visits to the planning/zoning front counter
- Up to 9 hours of staff time saved PER plan review
- Over 5,000 visits per month to online Gridics zoning resources
- Real-time code updates across text, maps, and self-service tools as soon as zoning changes are approved by City Commission compared to 6+ months delay prior.

In addition to these efficiency improvements, Gridics delivers an intangible impact that is arguably the most important of all: making zoning accessible for everyone.

ZoneCheck: Citizen self-service parcel zoning and development capacity data lookup.

MuniMap: 3D zoning and real estate data visualization map

CodeHUB: Code text publishing website with real-time staff editing capabilities.

How-To: The Gridics zoning management platform was developed in close collaboration with City of Miami staff starting in 2016. The partnership began with questions… What aspect of zoning management is most cumbersome for staff? How could we make zoning easier for the public to understand? Which tools might encourage equitable real estate development in the private sector?

From there, the focus then turned towards building technology tools to address these challenges:

1. Creating a mathematical rules engine to digitize the City of Miami's zoning code
2. Applying those rules to the 3D built environment
3. Testing the code calibration with City staff and developers
4. Developing a plan review application to interact with the digital zoning code
5. Molding the Gridics platform into three integrated applications (ZoneCheck, CodeHUB, and MuniMap)
6. Promoting the platform for widespread use among the private sector

From conception to implementation, the project took approximately 12 months. Over the following 4 years, the Gridics platform has grown to encompass millions of real estate data points across the City of Miami and handle thousands of web visits per month to its 3 applications.

General Tips: The beauty of the Gridics zoning platform lies in its scalability and flexibility. While building the rules engine for the City of Miami, the platform was engineered to handle both form-based and Euclidean zoning codes (metric and imperial conversions) for dense urban cities and suburban environments alike. Miami proved to be the perfect development partner thanks to its new form-based code and unprecedented growth, however, Gridics can be leveraged just as easily in smaller municipalities. Cities large and small can now take advantage of a modern cloud based app and data platform that would cost millions for any city to develop on their own.

Budget: $60,000 Per Year for platform license, support & maintenance

Funding: General Purpose City Funds

Tags: Service Delivery Improvement, Innovation, Cost Savings, Environmental Impact, Impact on City Economy, Business Benefits

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HDR: Rodney Cook Sr. Park at Vine City

Project Description: This pivotal project represents a collaborative effort between The Trust for Public Land, the City of Atlanta Department of Parks and Recreation, the City of Atlanta Department of Watershed Management (DWM), and most importantly, the community. DWM led the stormwater pond and connecting infrastructure design.

One hundred years ago, Atlanta's Vine City neighborhood was a bustling middle-class neighborhood with vibrant cultural and political life, centered around the Olmsted Brothers-designed Mims Park. In the 1960s, it became the sought-after address for America's most influential civil rights leaders and families. Vine City's population dwindled and it became one of Atlanta's most distressed communities, characterized by abandoned homes, vacant lots, crime, poverty and persistent flooding. This culminated in 2002, as heavy rains damaged the neighborhood. Many residents, unable to rebuild, sold their plots to the city which subsequently sat empty for more than a decade. The dual-purpose park and watershed management project alleviates flooding by capturing and storing up to 10 million gallons of stormwater, while creating a vibrant community and revitalizing the neighborhood.

City Challenge: Rodney Cook Sr. Park at Vine City is the largest investment in a public park in Atlanta's Westside neighborhood in more than 50 years. It's a grand symbol of the neighborhood's tremendous legacy, showcasing the best of urban planning while building a monument to history to be enjoyed by the community. Cook Park provides a green oasis in the heart of the community while conducting important hydrological services. The 10-million-gallon pond provides relief to Proctor Creek, eliminates combined sewer overflows for a 100-year storm event, reduces strain on the city's sewer system, and provides relief to the 150-acre area along Joseph E. Boone Boulevard. The great lawn, designed to hold up to 2 feet of water, is underlain by engineered soils and perforated pipes that allow the water to drain back to the main pond. The team consulted with the University of Georgia to develop a unique soil that absorbs water but doesn't turn into a mud field during submersion. Even when flooded, the park remains a community asset. Much of the park, such as the main walkways, fitness stations, sports courts, pavilions, bridge and playground are designed to remain dry, keeping them open to the community.

Impact: This is a versatile greenspace like no other. There is a rock-climbing structure, splashpad, restroom building topped with a skyline overlook, futuristic-looking playgrounds, wide sidewalks to accommodate farmers markets and festivals, multi-use sports courts, fitness stations, a picnic pavilion, a great lawn, and a natural amphitheater with city views. Cook Park's defining feature, however, could be the sweeping 650-foot-long steel bridge. It takes visitors across the two-acre stormwater pond designed to slurp up rainwater that's caused major flooding in Vine City. The monumental greenspace features include native plantings designed to withstand the Atlanta heat and submersion during storms. A rippling water feature and impressive works of stone and steel nearly transport visitors from the bustling city center. Cook Park offers a solution to Vine City's most pressing need while respecting the neighborhood and empowering residents. The new park will generate community benefits, provide healthy recreational pursuits, and become a hub around which renovation and new construction will take place, similar to other vibrant Atlanta parks.

How-To: All the plantings at Rodney Cook Sr. Park are locally adapted or native to Georgia and are well-suited for both the heat and submersion by occasional flooding from extreme storm events. While much of the landscape design was based on Historic Fourth Ward Park. However, at Cook Park, the team used more native grasses with more open spaces and large rain gardens, which allows easier maintenance.

The park's former use, substantial amount of lead in the soil, and pond installation required a substantial loss of trees. In all, 2,600 inches of "tree caliper" was removed. The same amount of tree caliper was placed as close to the park as possible. This philosophy allows for an even healthier canopy to flourish.

However, the team recycled the trees that were removed. Unique trees included Mulberry, Pecan, Hickory, Osage Orange and White Oak. These were milled into slabs that can be used for furniture, tables, and benches, among other things.

The park also is home to Atlanta's largest American Elm tree. Standing with a 12.5-foot-diameter trunk, the 65-foottall tree has a 110-foot-wide canopy. As the largest of its species in the city, it is designated a "champion" tree. Champion trees are noted for being the oldest, tallest, broadest and most beautiful trees the city has to offer. In addition to increasing the neighborhood's sustainability through flood reduction, the project's constructed elements were selected with long-term maintenance in mind. These elements include concrete sidewalks, decorative pavers, stainless steel railings, precast concrete walls, granite block retaining walls, powder-coated steel furnishings and vandal-resistant site lighting.

Budget: $45M

Funding: General Purpose City Funds

Tags: Innovation, Environmental Impact, Impact on City Economy, Increased Tourism, Business Benefits

Rodney Cook Park playground

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Rodney Cook Park blooms

Rodney Cook Park walkway

Heartland Forward: Northwest Arkansas Economic Recovery Strategy

Project Description: COVID-19 presented great challenges to Northwest Arkansas (NWA) as it did to every community across the nation, but the NWA region was in strong standing to weather the global pandemic. Granted, it still required leveraging – and enhancing – the region's economic, social and demographic strengths while addressing its weaknesses. COVID nudged leadership into addressing such weaknesses in the immediate versus an attitude of "we will get to this later."

To generate such an economic recovery strategy, Heartland Forward (HF), a "think and do" tank headquartered in Bentonville, Ark., accepted the opportunity to develop an extensive and detailed analysis of the NWA region's strengths, challenges and opportunities. The HF team arrayed and assessed data on the NWA community's economy and industries, its small businesses and startup ecosystem, talent base, changing demographic composition and quality of place to develop a robust strategy for post-COVID-19 recovery.

Based on the research and interviews, HF identified seven key elements with recommendations that were the underpinning of the region's post-COVID-19 recovery strategy.

City Challenge: COVID-19 has harmed the health, economy and lives of residents of Northwest Arkansas (NWA) and in communities across the nation. But, out of this tragedy, came an opportunity for this region. Before the crisis hit, the region was performing well-excelling in population growth, job and wage growth and other vital metrics. But, the region couldn't afford to be complacent.

Community leadership recognized a comprehensive and intentional post-COVID-19 recovery strategy would help build-off key investments put in place over the past decade to strengthen the region's economy.

Impact: The strategy was released in the fall of 2020. A private, nonprofit organization took the lead on bringing the strategy to life to advance job opportunities, talent recruitment, physical infrastructure, health care and quality of life for the people who live in the community.

Today, already, the region has experienced positive impact from the strategy including:

A new marketing strategy for the region was announced.

In 2021, a private, nonprofit organization is investing more than $1 million to attract top talent to the region. Recipients were offered $10,000 and a bike to move to NWA for one year. When launched, there were more than 30,000 people who applied. All 50 states were represented and 115 countries.

A new medical school was announced for the area.

A center was launched to address the affordable housing needs of the region especially recognizing the rapid population growth expected.

A comprehensive regional arts resource and community calendar launched to help the Northwest Arkansas residents learn about important arts and culture amenities and events.

Seven Point Plan for Northwest Arkansas'
Post-COVID-19 Economic Recovery

How-To: First and foremost, community buy-in for the strategy was critical for all organizations and people which it could impact. More so than anything, HF wanted confidence that a developed strategy would live beyond the pages for which it was written.

Focus groups and informational interviews were hosted with a broad and diverse base of the NWA population. A private, nonprofit organization helped in guiding HF on where to reach out to invite participants. While gathering invitees, the HF economists began learning about initiatives and programs that already existed.

Once all the research efforts were concluded and the strategy written, there was a comprehensive communications plan to share the strategy with all priority stakeholders including local and national media, local, policymakers, prospects and donors, focus group attendees, board members, etc. An op-ed was also written that appeared in the state paper focused on NWA. Countless interviews were also held with media and tools were prepared for partners to also share.

Once made public, the transition was made to hand the plan over to a private, nonprofit organization. With the plan, HF also provided a document that outlined all recommendations based on topic area.

Additionally, each recommendation was broken down into:

Owner: Who in the community should own this recommendation(s)? **Other partners:** Who else should be involved or to simply keep informed? **Funding source(s):** Are there existing funding sources to help? If not, who are prospects? **Current status:** What is being done in this space already that aligns with this recommendation? **Future plans:** What do we anticipate in the future for bringing this recommendation to life? **KPIs:** What are our measures of success along the way? **Priority:** Is this a high priority recommendation? If so, what is the timeline?

Meetings were scheduled monthly with an assigned topic to discuss and review with key stakeholders who are involved.

General Tips: While a grassroots, groundswell approach could work for some communities, HF believes that there must be a "conductor" who can convene stakeholders, facilitate discussion on recommendations, help determine which recommendations could/should be nuanced, communicate on progress and impact and help seek funding. A strategy like this cannot be created without the organization to pass the baton to for orchestrating implementation.

Budget: $300,000

Funding: Foundations and Philanthropy

Tags: As noted in the strategy, the seven (7) primary areas of focus that also align deeply with the issues listed were: talent recruitment, arts, recreation and culture, talent around big anchor companies, small business and start-ups, diversity and inclusion, health, branding

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Honeywell: Charlotte Small Business Innovation Fund

Project Description: When the COVID crisis hit Charlotte, NC, it was hard on small businesses, particularly those in the city's central business district known as "Uptown." This area relies heavily on foot traffic from the more than 100,000 employees who typically fill the corporate office towers of companies such as Honeywell, Bank of America, and Duke Energy. When the pandemic sent most of those people home to work remotely and restrictions were put on nonessential businesses, "Closed" or "Out of Business" signs started going up at storefronts. Small business owners, particularly those in the service industry, had to make tough decisions about whether to cut staff, reduce hours, or, in some cases, shut down.

Honeywell created a collective impact model and brought in local nonprofits Charlotte Center City Partners, an economic development organization, and Foundation for the Carolinas, a community foundation, to help create and administer the grant program. Honeywell also reached out to peers at Bank of America, Duke Energy, and the Knight Foundation, to join in this endeavor to enable big businesses help small businesses.
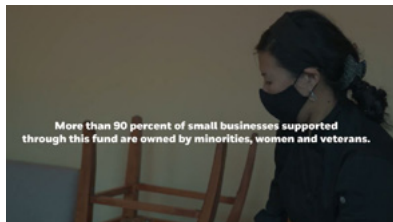
City Challenge: Charlotte Center City Partners and Honeywell collaborated to create the Small Business Innovation Fund, an initiative designed to spur and support innovation and adaptation by storefront small businesses as they adapt to the new economic realities caused by the COVID-19 crisis.

Center City in Charlotte is fortunate to have hundreds of restaurants, breweries, bakeries, coffee shops, retailers, food trucks, and other small businesses. Together, these businesses create the vibrancy and character that distinguishes Center City as an essential economic engine for the region.

But these entrepreneurs built their businesses to be fully open to the public and are reliant on foot traffic for customers. COVID created a huge challenge for these business owners. Supporting storefront small business entrepreneurs as they navigate the new economic reality of COVID and beyond will make all the difference in the success and future competitiveness as an urban economy.

Impact: The impact from the Small Business Innovation Fund was immediate and long-lasting. The fund launched in June 2020 to provide grants up to $40,000 to help qualified, storefront small businesses (with fewer than 50 employees) adapt and innovate in the COVID-19 environment. Priority was given to businesses owned by minorities, women, and veterans. Through the first three rounds of the program, approximately $3.6 million in grants have been awarded to 116 local small businesses, with 87% of them owned by minorities, women, and/or veterans. The City of Charlotte provided $1.5 million in Round 3 through federal CARES Act funding.

As of July 2021, 99% of the small businesses were still open and thriving.

Honeywell: Charlotte Small Business Innovation Fund

How-To: The Charlotte Center City Small Business Innovation Fund is a grant initiative designed to spur and support innovation and adaptation by small businesses as they deal with the new economic realities caused by the COVID-19 crisis and economic downturn. Grant recipients are awarded up to $40,000 to fund investments that address pandemic-specific challenges and help keep their businesses afloat.

The major components of the initiative include:

- A quantitative and qualitative application process for small businesses to apply for grants of up to $40,000 from the Small Business Innovation Fund to advance those innovations. Grants cannot be used for operations (e.g., rent, utilities, payroll).
- Robust outreach and educational efforts to reach and assist targeted small businesses (minority, women, veteran-owned; unique experience) to best navigate the application process

The grants allow small business owners to invest in new innovations and adaptations, including:

- Creating e-commerce opportunities, digital online enhancements, and virtual store environments to better vie for consumer attention and facilitate consumer spending
- Making mobility investments to better meet customers' new shopping and payment preferences
- Investing in technology to help with contactless delivery of services and goods including mobile storefronts and food trucks
- Upgrading infrastructure to better utilize outdoor environments and increase consumer confidence

General Tips: Round 4 of the Charlotte Center City Small Business Innovation Fund is underway and will conclude by the end of Summer 2021. Grants will continue to focus on innovative projects related to the unique opportunities facing Charlotte small businesses as COVID-19 restrictions abate and businesses respond to new patterns of work and commuting. These ideas will help address the community's pent-up demand for gathering, traveling, and engaging in cultural and urban experiences.

Learnings from the Small Business Innovation Fund will be documented in a final report that can be shared with other cities to use before, during, and after a crisis that impacts small business owners.

Fresh 2021 investments by Honeywell, Duke Energy, and the Knight Foundation will enable the Charlotte Center City Small Business Innovation Fund to award nearly $1 million in the fourth round of grantmaking.

Budget: $4.8M

Funding: Private Financing, Foundations and Philanthropy, Federal Grants

Additional Investment: City of Charlotte Cares Funding for Round 3

Tags: Service Delivery Improvement, Innovation, Impact on City Economy, Business Benefits

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IKE Smart City: Interactive Digital Kiosks Designed with Cities for Cities

Project Description: In the Summer of 2020, Miami City Commission unanimously approved an agreement between our Company and the City, allowing for the installation of up to 150 IKE kiosks citywide and passed an ordinance amending City Code to allow for the placement of advertising-funded interactive kiosks within the right-of-way and on City-owned property. The IKE network is delivered, operated, and maintained by IKE Smart City at no cost to the City of Miami or taxpayers. All aspects of the program are funded by strictly controlled advertising content displayed on IKE's screens when the kiosks are not in use. The City receives a percentage of media revenue and allocates a portion of those dollars to local economic development organizations, such as Business Improvement Districts, to invest in placemaking initiatives within their boundaries. The collaborative partnership between IKE Smart City, the City of Miami, and neighborhood organizations has facilitated a hyperlocal approach to kiosk placement and content programming that maximizes public benefit. Inclusive planning and implementation of the IKE network has resulted in positive community adoption and kiosk usage.

City Challenge: The first kiosks in Miami launched in Wynwood, a neighborhood characterized by unique street art, restaurants, retail, hospitality, and diverse residents. An abandoned industrial zone just a decade ago, Wynwood has been revitalized into a vibrant Art District and commercial corridor. The area's growth and popularity has intensified the need for placemaking initiatives that reinforce the City's brand as a progressive innovator and optimize quality of life. The IKE team worked closely with the City, Wynwood Business Improvement District, merchant associations, and art organizations to understand how IKE's advanced technology could best support their goals. Several priorities were identified, including Local Business Support; Mobility; Equity; Rapid Kiosk Deployment; Public Safety; and the Activation of Public Art. The IKE team designed the program to address these objectives and continues to work in partnership with City stakeholders to quickly adapt the platform as needs evolve.

Impact: The first kiosks launched in less than 12 months from contract execution and have already been used nearly 3,000 times after only four weeks of operation. Although still in the early stages of deployment, IKE has proven to be a valuable addition to the City of Miami. 1) IKE's free Wi-Fi and interactive suite of applications are providing widespread access to business directories, event listings, wayfinding/transit information, social services, and civic resources, including an integration with the Miami-Dade 311 app. 2) The kiosks are increasing public safety with emergency weather alerts, security cameras, and an emergency call button that, when pressed, activates a two-way speaker and immediately connects to emergency services. 3) In collaboration with Miami cultural institutions, IKE is displaying the works of local and international artists to amplify the vibrant artistic community. A launch project with the iconic Wynwood Walls featured commissioned art by Miami-based talent. 4) A custom IKE application developed in partnership with local merchants launched a promotion that drove traffic to area businesses through QR codes that provided access to exclusive discounts.

How-To: The City of Miami is an amalgamation of diverse neighborhoods, each with its own unique brand identity and set of needs. Developing a strong partnership with the City and key stakeholders from every neighborhood provided the IKE team with insights that drove strategic development of the Miami IKE network. Input from key organizations within each neighborhood was used to: Identify IKE locations that reach the highest volume of residents and visitors without disrupting pedestrian flow; Inform kiosk features and configuration; Design a branded user interface; and create customized kiosk content. This approach resulted in a seamless process that secured the discretionary approvals needed to proceed with the project. IKE Smart City then worked closely with staff members at each neighborhood organization to perform outreach to property and business owners, educating them on program benefits and addressing any concerns before deployment. Obtaining Board approvals and community support prior to starting technical due diligence for each site created alignment that was critical to the success of the project. The IKE initiative in the City of Miami demonstrates that a collaborative and inclusive approach to deployment is required to deliver an effective interactive kiosk program that achieves all stakeholder objectives.

General Tips: IKE Smart City has been selected as the partner of choice through competitive RFPs issued by cities nationwide, including Atlanta, GA; Cincinnati, OH; Detroit, MI; Houston, TX; San Antonio, TX; and St. Louis, MO. These awards have established IKE Smart City as the interactive kiosk leader with a track record of success that has led other cities to confidently partner with IKE through a more efficient path to kiosk deployment known as a "piggyback." This method allows a City to adopt the findings and contract terms of a competitively bid interactive kiosk RFP issued by a comparable jurisdiction to contract with the awarded kiosk vendor. The streamlined approach saves the City valuable time, dollars, and resources. The City of Miami began contracting with IKE Smart City as a piggyback of the St. Louis IKE agreement. This initial approach shortened the procurement process and timeline, resulting in an expedited kiosk deployment that would not have been possible through a traditional RFP.

Budget: IKE Smart City covers the costs of all aspects of the IKE network including design, manufacturing, installation, content development and management, operations, maintenance, and media sales. The IKE program does not require any investment from the City or taxpayers and generates an ongoing stream of revenue for the City.

Funding: Private Financing

Tags: Service Delivery Improvement, Innovation, Impact on City Economy, Business Benefits

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McDonald's Corporation: McDonald's Public-Private Partnerships to serve first responders, volunteers and improve vaccine access to crew, customers, and community

Project Description: At McDonald's, the health and safety of restaurant employees and customers is our top priority. Throughout the COVID-19 pandemic, McDonald's made over 50 process enhancements within our restaurants to keep employees and customers safe.

McDonald's franchisees collectively employ more than 800,000 people across 14,000 restaurants in the U.S. Throughout the pandemic, McDonald's restaurants provided crucial support for first responders and vaccine center volunteers by serving "Thank You Meals", and some ensured vaccines were easily accessible by transforming into "pop-up" vaccination clinics in various cities across the country.

City Challenge: Working with Mayors, and state and local health departments, McDonald's restaurants helped improve plateauing vaccination rates throughout several cities—from Los Angeles to New York City—all the while supporting first responders as they worked around the clock to staff vaccination sites.

In California, McDonald's franchisees partnered with the California Department of Public Health and over 50 cities to host vaccination clinics in restaurant parking lots. Bell Gardens, CA Mayor Marco Barcena stated,"COVID-19 vaccines are safe and effective at preventing COVID-19, which is why vaccination clinics in Bell Gardens are a priority. COVID-19 is particularly dangerous in disadvantaged communities like ours where residents face poor air quality, and densely populated neighborhoods".

In addition to hosting vaccination clinics, McDonald's franchisees also partnered with Mayors to support our first responders. In Kent, Washington, Mayor Dana Ralph joined one of our franchisees at vaccination sites where a McDonald's food truck served healthcare workers providing immunizations. Also, in Memphis, TN franchisees provided free meal coupons to individuals receiving the vaccine.

Impact: With the increase in availability of COVID-19 vaccines, public-private partnerships like ours can ensure efficient and equitable distribution of vaccines to underserved communities. McDonald's franchisees were able to complement the efforts of local Mayors and health departments by partnering with them to identify where we could help.

How-To: At McDonald's, our values guide us to always put our customers and people first and ensure that we open our door to everyone. They guide us to do the right thing, be good neighbors and give back to our communities. Throughout the pandemic, McDonald's franchisees have supported their local communities, from food donations to hosting hiring events for those seeking work across the country.

McDonald's assists cities and implements these programs by:

1. Identifying Mayors and health departments willing to partner with McDonald's

2. Partnering with Mayors and health department to see what the needs are for the city (i.e. food donations, space to host a vaccination clinic).

3. Securing Mayor and local health department participation at an event with franchisees and first responders to highlight the resources available to the community.

Budget: varied

Funding: Private Financing, American Rescue Plan

Tags: Innovation, Community Health

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National Forum for Heart Disease & Stroke Prevention: Mayors Improve Community Health through Move with the Mayor™

Project Description: Mayors use Move with the Mayor™ (MWTM) to encourage residents to protect & improve their health & to make their communities more active & accessible. Mayors are using MWTM messaging, policy recommendations & other tools to empower & protect community members from COVID-19 & improve cardiovascular health & health equity.

City Challenge: Cardiovascular disease is the number one cause of death. People with high cholesterol, high blood pressure, & diabetes are more vulnerable to COVID-19. Faced with the challenges brought on by the pandemic, Mayors recognized the importance of active, healthy lifestyles and stepped up to lead by example. They encouraged community members to be more physically active; educated on links between high blood pressure & COVID-19 and urged people to get flu & COVID-19 vaccinations.

Impact: Mayor Steve Benjamin (Columbia, SC) and Black News Channel host Mark McEwen took to radio and TV to discuss the importance of preventing & controlling high blood pressure to reduce the risk of stroke, heart disease, kidney disease & COVID-19. Mayor Nan Whaley (Dayton, OH) hosted a FaceBook live with a local doctor to highlight how hypertension (high blood pressure) disproportionately affects African Americans, leading to racial disparities in health.

Mayor Eric Genrich (Green Bay, WI) released a report with the CDC spotlighting the city's wellness program's success in health metrics & savings.

Mayors Christina Muryn (Findlay, OH) and Kim Norton (Rochester, MN) hosted events with partners including restaurants, fitness centers, grocery stores, and health systems, which encouraged people to be active & promoted local businesses. Mayor Norton also worked on policies to enhance active transportation.

Ohio Mayors Don Walters (Cuyahoga Falls) & Daniel Horrigan (Akron) teamed up by hosting virtual bike rides, spotlighting the local trail systems connecting their cities. Mayor Chokwe Lumumba (Jackson, MS) created a video encouraging daily activity and promoting heart health.

Move with the Mayor™ Produces Results for Communities

Mayor Christina Muryn (Findlay, OH) Makes News with Move with the Mayor ™

Mayor Sharon Weston Broome (Baton Rouge, LA) Leading by Example

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

By linking with MWTM, mayors across the nation join efforts leading Americans to better heart health & reduced risk factors for COVID-19 by encouraging others to live an active & healthy lifestyle.

Benefits of participating in MWTM include:

- Increase employee & community engagement
- Prevent heart disease, stroke, diabetes, & obesity
- Increase protection from COVID-19
- Recognition for answering the 2019 USCM resolution to carry out the Surgeon General's Call to Action to Promote Walking & Walkable Communities
- Free technical assistance

Implementation of MWTM:

- Participate in a minimum of one event August through mid-October to raise awareness about the health benefits of physical activity
- Deliver messaging to promote physical activity
- Assign a staff point person as a MWTM liaison
- Ideally, lead activities throughout the year to maximize impact & awareness
- Complete the Step It Up! Success Roadmap

General Tips: MWTM encourages partnership, creativity, and authenticity:

Mayor Hardie Davis, Jr. (Augusta, GA) partnered with a local cardiologist to host walks and talks.

Six DuPage County, IL mayors including Richard Irvin (Aurora), Kevin Wallace (Bartlett), and Rod Craig (Hanover Park) held a friendly competition.

Mayor Sharon Weston Broome's (Baton Rouge, LA) number one recommendation for other mayors is, "We must use our position as leaders and a stakeholder to move our community forward since we have to lead by example. Since we started, we have made health in all places a top priority for our city and for our community."

Budget: Participation in Move with the Mayor is free, aside from mayor's time and assigning a staff liaison. Green Bay traces healthcare cost savings to its participation.

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

Tags: Innovation, Cost Savings, Business Benefits, Health

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In each city, the Mayor assigns a MWTM liaison to interact with the National Forum & local partners.

Rubicon: Building America's Smartest City in Kansas City, Missouri

Project Description: In 2019, Kansas City, Missouri came to Rubicon® with a bold mission. They wanted to change the game in terms of how the City delivered customer service to its taxpayers, and they wanted that innovation to come from the City's Solid Waste Division.

Kansas City is a hotbed of technology innovation. They were the first city to be selected for the Google Fiber broadband internet service in 2011. The T-Mobile World Headquarters Campus is located nearby. And the City boasts a long track record of smart city innovation, including the KC Streetcar corridor which features free WiFi. It was with this same innovative spirit that the City's Solid Waste Division saw an opportunity to use technology to improve efficiency, transform its customer service operation, and save money.

RUBICONSmartCity™ is a technology suite that helps city governments run more efficient, effective, and sustainable operations. It was installed in Kansas City's fleet of 80 sanitation vehicles that service approximately 160,000 locations to improve the residential waste collection services for the City's more than 486,000 residents, with a focus on co-innovation and data collection.

City Challenge: Prior to partnering with Rubicon, citizen satisfaction with trash collection in the City was not where the Director of Public Works, Michael Shaw, wanted it to be. Shaw's goal was to deliver better service for Kansas Citians, and, in time, cement Kansas City as the U.S. leader in data-driven government services that produce real savings for the City. At this time, the City's Solid Waste Division serviced only a portion of the City for regular trash collection. Shaw knew that, with his Department's high-performing staff, bolstered by Rubicon's technology, the City could expand its collection operation to cover the whole city. The City's Solid Waste Division did not have a single view for all solid waste issues logged at the curb, nor could they easily schedule new services, optimize routes, dispatch trucks, or communicate directly with customers in real-time. They had all the desires to become a proactive branch of city government, but they did not have resources at their disposal in order to make this a reality.

Impact: Rubicon's software now powers waste collection for every one of Kansas City's residents. Since inception, drivers have documented more than 17,000 issues at the curb. More than 60,000 bulky jobs have flowed through Rubicon's system. And the City adds to these totals every day.

In the words of Director Shaw, "Since we joined with Rubicon, we have seen citizen satisfaction increase in solid waste collection by 17 percent. It's really helping us to be far more on time and on task and to be far more efficient. We've seen over two million dollars cost savings in delivering those services in just trash collection alone. The quality of service has been significantly improved. It's not about what we say, it's what the citizens say. When we have such a large increase in citizen satisfaction in a short period of time… it's certainly going in the right direction. Because of the success of Rubicon in our fleet, we are now expanding the deployment to our Street Maintenance Division. We're using Rubicon's camera technology in a pilot program to track potholes and street condition as a way to continually improve our service."

RUBICONSmartCity™ dashboard

RUBICONSmartCity™ mobile app

How-To: Rubicon equipped every driver in Kansas City's Solid Waste Division with an iPad running RUBICONSmartCity's proprietary software. This device serves as a digital route sheet for drivers, showing them all of their stops, where to go, and which stops to pick up in what order. It also empowers drivers to document issues at the curb, like trash that's not set out or is blocked from pickup by a car or other object. All of this information flows back to a manager portal so the City's staff can make changes and adapt to conditions on the ground in real-time.

General Tips: Integration was also a key component of Kansas City's vision. Director Shaw wanted all of the information in his department to flow seamlessly between its various parts, reducing manual staff time and speeding up the resolution of customer queries.

For example, customers schedule bulky item collections using an application on the city website. That application sends the information automatically to Rubicon, where it is scheduled, routed, optimized, and assigned to a truck. Once complete, Rubicon's system sends the customer an email to tell them that their service was completed.

Another example of the City's commitment to integration is with 311. The citizen feedback system makes it easy for City residents to report missed pickups, illegal dumping, and numerous other nonemergency issues. These issues are vetted and automatically routed into Rubicon's system so they can be managed. Once a particular issue has been addressed, the citizen is made aware that their issue has been handled.

Budget: Total investment across the Kansas City fleet is around $300K per year; return on investment is estimated at around $2 million. Rubicon offers cost-free pilot programs to all cities across the United States. If a city is interested in how it can leverage

Funding: General Purpose City Funds

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

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ShotSpotter: West Palm Beach Utilizes ShotSpotter for Rapid Response to Save Lives of Gunshot Victims

Project Description: In 2018, West Palm Beach Police Department (WPBPD) saw a disturbing increase in violent crime and developed a Real Time Crime Center utilizing a range of technologies to better respond to incidents, in particular incidents of gun violence. As part of the initiative, ShotSpotter gunshot detection technology was deployed and proved to be a significant asset, enabling responding officers to arrive fast enough to the scene that they could begin critical trauma medical care that made the difference in saving lives.

Setting the trauma medical program in motion was Officer Anthony Testa, an Army veteran with medical training. Officer Testa used his military training and experience to begin immediate trauma care for five shooting victims while waiting for Fire Rescue to arrive. With his own individual first aid kit (IFAK), he set an example that was expanded for the entire WPBPD as they applied for and received funding from the CSX Transportation Military and First Responder Grant for him to develop and teach a 16 hour training course to other officers in basic trauma medical care and equip each officer with their own IFAKs.

City Challenge: For any U.S. city, gun violence is one of the most significant challenges of our time. The problem is exacerbated because recent research shows only 20% of gunshots are called into 9-1-1, leaving 80% unreported.

For law enforcement, it all starts with being aware of gunshots to give officers the chance to arrive on the scene, attend to victims, apprehend criminals, and collect evidence. Until WPBPD started using gunshot detection technology, they were at a huge disadvantage and one of the biggest losses were victims, who may have been saved if they had received trauma care in time. With ShotSpotter, WPBPD officers now know of any gunshot event in real time so they can respond to an exact location in minutes, putting them at the scene first – before EMTs. Every minute matters in treating gunshot victims, so the time saved allows officers to immediately act, but many are not trained or lack the basic medical tools needed for trauma aid. When Officer Testa put his medical experience to work saving lives, other responding officers wanted to do the same and his knowledge and training became started a new precedent to help save the lives of gunshot victims in West Palm Beach.

Impact: The impact for West Palm Beach has been very positive in the first year with seven lives saved so far and a 29 percent decrease in homicides. As more officers undergo the emergency training and carry their own IFAKs, combined with the speed and accuracy of ShotSpotter alerts, the chance for saving lives has greatly improved. In addition, the greater awareness of gunshot activity, and the responsiveness of the WPBPD, has created a stronger sense of security and trust in the community and is believed to be a deterrent to those gun violence perpetrators. WPBPD also credits improved crime reduction through evidence collection on the scene that in turn boosts investigations and prosecution. WPBPD awarded multiple officers in 2020 with Lifesaving Medals for saving victims left bleeding in the street, including Officer Testa and two others he trained - Officer Natalie Roberts and Officer Dayhanna Rubio.

How-To: First, cities and law enforcement must address the fact that 9-1-1 is not sufficient to inform officers to gunshot incidents. Implementing technology, such as ShotSpotter, as part of a Real Time Crime Center puts the foundation in place for fast, accurate alerts with tactical information to allow officers to respond in minutes. The gunshot detection technology is critical to the initiative, because officers can only respond to gun violence when they are aware of it happening. With the real time notification of a pinpointed location, responders don't waste time trying to figure out where the incident is occurring and can arrive in the right place in the least amount of time.

Next, with the time savings the technology allows, first responders are on the scene quickly and able to make use of every second to attend to a gunshot victim's injury with trauma first aid that may be the difference in saving their lives. This training and the equipment needed goes beyond the normal policing skill sets, so funding or applying for a grant, as WPBPD did, enables the agency to put a training course in place and equip the officers with the appropriate IFAKs. As more officers are trained, they can also work in teams to attend simultaneously to immediate needs for gunshot victims, improving the chance for success.

General Tips: Agencies wishing to adopt a trauma medical program can seek both officer and instructor training from the Federal Law Enforcement Training Center (FLETC), local fire department, or medical center. Most trauma medical classes for local and state governmental employees at FLETC are offered at low or no cost. Trauma medical training, combined with rapid response of first responders and access to trauma care is the beginning of turning back the wave of homicides occurring across the country.

Budget: Officers who received Trauma First-Aid instruction from Officer Testa initially invested their own money in equipment and supplies that were beyond the basic first-aid kits supplied by the agency. As the effectiveness of the program was proven and more officers sought training in trauma first aid, the Department began purchasing some supplies from the general budget while seeking grant funds to expand the program.

Funding: Foundations and Philanthropy, Public / Private partnerships with medical centers and community groups, Health Care Districts, and grant funding

Tags: Public Safety, Lifesaving Treatment, Crime Reduction, Police Effectiveness

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Siemens USA: Energy resilience in uncertain times – how Blue Lake Rancheria masters the challenges of today

Project Description: Blue Lake Rancheria, a century-old Native American reservation in Northern California, worked with Siemens USA to launch its low-carbon community microgrid and strengthen its energy resilience.

In 'normal' times, the Blue Lake Rancheria microgrid helps power government offices, hotel, casino, cafes, restaurants, and critical Red Cross safety shelter-in-place facilities across 100 acres. However, in recent years, with the huge disruption caused by the COVID-19 crisis alongside increasingly rampant wildfires, this microgrid project, has highlighted how much modern societies rely on electricity. In particular, the Blue Lake Rancheria microgrid system has proved invaluable to enhancing the community's adability and ability to respond to crisises – while keeping the lights on and vital services running.

City Challenge: Extreme situations are nothing new to Blue Lake Rancheria's team of 400 government employees. Throughout the wildfire season and the pandemic, the reservation has kept its door open, providing a haven for those in need. During wildfire power shutoffs, Blue Lake Rancheria is one of a handful of places with extensive back-up power due to its microgrid. Because of the power supply available, residents and emergency response agencies are able to access services and supplies, including fuel, ice, Internet connection, electronic device charging, ATMs, and other needs. Lives have been saved because the reservation can make room in its hotel for medical patients dependent on equipment that uses electricity. Additionally, when public safety power shutoffs leave the surrounding community in darkness, Blue Lake Rancheria's systems are up and running, thanks to their own power supply, connected to a microgrid. The grid also in times of crisis, supports Humboldt County which is a geographically isolated, region of California served by limited transmission infrastructure where power must be generated on-site, to meet local demand.

Impact: Blue Lake Rancheria's microgrid project demonstrates a secure, reliable, low-carbon community microgrid at the Blue Lake Rancheria, a federally recognized tribal government and Native American community adjacent to Humboldt County. The project shows the feasibility of integrating renewable energy with battery storage, a microgrid controller, and controllable loads into a single microgrid. The microgrid supports an American Red Cross evacuation center and a six-building campus. The project improved resiliency for the Blue Lake Rancheria Tribe and the surrounding region.

The microgrid is connected to one of the United States largest utilities company's distribution grid with annual energy cost savings of about $200,000 and greenhouse gas emission reductions of 200 tons of CO_2 each year. Local governments and community stakeholders have identified the need for expanding sources of backup energy generation at critical facilities like hospitals, disaster shelters, and police and fire stations. The Blue Lake Rancheria microgrid is an example of one technology that can serve this need.

How-To: Connected to the larger utility system when the electricity is flowing, microgrids become 'islands' when there is a power outage. They disconnect from the system and use – in the case of Blue Lake Rancheria – solar-generated energy stored in batteries to operate independently.

The Blue Lake Rancheria microgrid uses a Siemens microgrid controller, the Spectrum Power Microgrid Management System. Siemens engineers are able to access the data and see that the microgrid controller is one step ahead of everyone, anticipating looming problems and virtually stepping in to avert them during extreme health or climate events.

"Our microgrid control systems are allowing us to reduce electrical loads, operate economically, and maintain maximum use of solar energy," said Jana Ganion, director of sustainability and government affairs at Blue Lake Rancheria.

General Tips: The microgrid's ability to produce self sufficient power, has worked so well that the Blue Lake Rancheria reservation is now expanding with the addition of two more microgrids that will be in service by 2022, more than doubling the amount of power produced in this first project.

This pioneering project demonstrates an industry-leading standard for collaboration between state, federal, and local entities; academia, technology providers, and utility partners.

Blue Lake Rancheria Community Microgrid

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Signify: Connected LED Lighting Illuminates Milwaukee's Hoan Bridge to Serve as a Symbol of Unity

Project Description: Milwaukee's Daniel Hoan Memorial Bridge is one of the city's most iconic landmarks. To revitalize the bridge and spark economic and social change, a group of business and civic leaders formed the Light the Hoan committee to raise funds for a dynamic, colorful, and connected architectural LED lighting installation that would allow the bridge to shine in the city skyline and serve as a symbol of civic pride and unity.

Signify supported Light the Hoan with the full, turnkey installation and commissioning of the bridge lighting. The Signify Color Kinetics and Interact Landmark connected lighting system can be changed remotely to build awareness for causes, mark holidays, cheer on Milwaukee sports teams, and support other events. This creates inspiring visual experiences celebrating the community's progress.

"The Daniel Hoan Memorial Bridge has long been a symbol of Milwaukee," said Milwaukee Mayor Tom Barrett. "This effort to light the bridge up demonstrates the next generation's commitment to putting their mark on the future of the City."

City Challenge: Fundraising was critical for Light the Hoan's success. No government funds were used in the project. As one of the very successful public outreach incentives, donors could symbolically claim a unique bulb location on the bridge and add a personalized dedication. The minimum threshold of $25 was accessible to anyone, and helped to instill a sense of ownership in the project.

As more corporate and individual donors joined in Light the Hoan's mission, navigating construction logistics and the unfamiliar world of lighting systems were additional challenges. Signify provided knowledge of the lighting system and helped to connect Light the Hoan with the proper government contacts and support in other agencies.

"Milwaukee is a city with tremendous positive energy and momentum. Completing this first phase of the Hoan Bridge lights is an important reminder that anyone – regardless of age or economic level – can make a tangible impact in our community." - Ian Abston, co-founder of Light the Hoan.

Impact: The new Hoan lighting system transforms the Milwaukee skyline at night, beautifying the city landscape and serving as a platform to demonstrate solidarity and foster community pride.

"The main goal of Light the Hoan was to breathe new life into this landmark and drive economic benefits, but since we launched, it has delivered so much more than that," said Michael Hosted, co-founder of Light the Hoan. "It is inspiring tech and coding talent because it brings coding to life in a beautiful, artistic and visible way for students and young people."

The project has created a hands-on STEM learning opportunity for Milwaukee-area students to develop the next generation of tech talent. Light the Hoan, Signify, and other local organizations came together to enable students to use the technology that powers the Hoan Bridge's lighting so they can learn skills like coding.
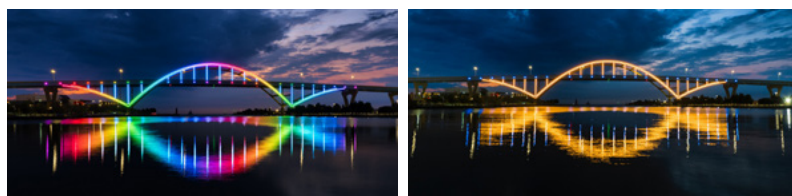
How-To: The collaboration between Light the Hoan, the Wisconsin DOT, corporate donors including WEC Energy Group, Signify and the City of Milwaukee can serve as a cooperative model for cities and non-profits looking to implement successful lit assets. Led by Light the Hoan, these entities collaborated to address critical areas such as:

- Fundraising
- Marketing, communications, and website creation
- Legal advice / org setup
- Engaging local / state governmental agencies
- Designing and managing the dynamic, architectural lighting
- Monetizing your lit asset and engaging in the lit asset community

General Tips: Community engagement was a critical factor to bring this project to fruition, and today remains at the core of Light the Hoan. The lights are viewed as a community asset and something for people to unify around.

Light the Hoan and Signify want to continue to expand the community and connect with other people around the world who are fans of lit assets. We encourage others to reach out to the contacts below to share best practices, learn from each other and collaborate on new ideas about what light can do to positively impact communities.

Funding: Private Financing, Foundations and Philanthropy, Crowdsourcing

Additional Investment: No government funds were used in the lighting of the Hoan Bridge.

Tags: Innovation, Impact on City Economy, Increased Tourism, Business Benefits, Community Engagement

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Photo Credits: Kristine Hinrichs

Sourcewell: When firefighters band together, they save lives during an emergency–and when the smoke clears–change an industry.

Project Description: Years ago, the Western Division of the International Association of Fire Chiefs (WFCA), created an easier way for cities to complete the procurement of essential and costly firefighting apparatus and equipment.

WFCA formed a partnership with a group purchasing organization to develop a first of its kind public safety group purchasing program, FireRescue GPO. WFCA provided access to cities and government agencies to conduct purchasing solicitations, provide subject matter expertise and market outreach while their private sector purchasing partner provided cooperative purchasing contracts.

After almost 20 years of providing cooperative purchasing contract solutions for the fire service, today the FireRescue GPO has become part of Sourcewell, the largest government based cooperative procurement program in North America and proud Conference Business Partner. As a government agency, Sourcewell now fills the role of the public procurement agency and cooperative purchasing program management, while the fire chiefs associations provide credible marketing and outreach, as well as the purchasing pipeline for cities and other public agency procurement operations.

City Challenge: Procurement for fire service comes with unique challenges. First is related to structure and procurement policy. Fire departments can be volunteer, career, combination, municipal, district-based, or various combinations thereof. These variables impact the funding and governance structure that can create grey areas for procurement requirements.

Second is related to safety and operations of a fire department. Unlike other local government functions (with partial exception of law enforcement), the work of fire department personnel means their lives, and the lives of the citizens they are charged to serve, are directly impacted by the equipment they purchase. Procurement becomes very personal, very quickly, to fire department personnel.

Traditional procurement methods allow for specifications around quality and interoperability, but there can be unforeseen complications relating to contract evaluation that can result in an award for a product that creates potential safety issues. Cooperative purchasing contracts, like Sourcewell's, are created to meet state and local procurement rules and provide a way to execute a purchase that best meets the needs of a city and fire department.

Impact: FireRescue GPO helps educate fire services of the already growing interest and support of cooperative purchasing. The program has experienced an annual 20 percent growth and with Sourcewell, cities and fire departments now have over 100 cooperative contract options for goods and services that satisfy procurement requirements while streamlining the procurement process to the benefit of tens of thousands of government agencies. The result is significant savings of administrative time and more aggressive and consistent pricing, all while satisfying the needs of the city and fire department, and their purchasing policies, including buying locally.

The primary benefit of the program is the savings of staff time in the procurement process and cooperative contracts often represent better pricing because of cooperative purchasing volume than a single city may be able to secure through their own procurement process.

Sourcewell and the FireRescue GPO program impact provides cities and fire departments choice, flexibility, efficient pricing, and savings not otherwise available to them.

How-To: Once a contract is established by Sourcewell, a government agency has the option of working through Sourcewell with a supplier to access and purchase through that contract. Their authority to use such cooperative contracts is established through one of two statutory pathways, a direct authority for cooperative purchasing use or "joint exercise of powers" statutes. Local procurement laws must also permit the use of cooperative contracts and may include additional notice requirements, local resolutions, or other steps. Ultimately, it is up to the city or other unit of government to make the final decision on cooperative purchasing contract use.

When all parties decide to make a purchase through a Sourcewell contract, the process is easy. The city or government agency simply notifies their chosen supplier they wish to use the Sourcewell cooperative purchasing contract when making the procurement. The full and open competitive solicitation process and all contract documents are available to the government agency for their audit records to document they met their procurement requirements through the purchasing process.

General Tips: Cooperative purchasing is an established and accepted method of government procurement that increases efficiency and transparency in government purchasing. Cooperative purchasing is endorsed by the National Institute of Governmental Purchasing (NIGP) and the American Bar Association as an accepted and efficient means of government procurement. Solicitations are conducted on behalf of all eligible governments, resulting in increased competition. Discounted pricing is achieved through aggregated national volume, and cooperative purchasing contracts may then be utilized by cities and other units of government.

When used as a procurement tool by city purchasing officials, cooperative purchasing results in significant time savings, reduced administrative costs, and access to the best value of products and services needed, at cost savings–which maximizes taxpayer resources.

Budget: There is no cost for cities and other units of government to utilize Sourcewell cooperative purchasing contracts. Sourcewell's procurement process and purchasing contracts help cities maximize their procurement portfolio and save time and money, at no cost.

Tags: Service Delivery Improvement, Innovation, Cost Savings, Impact on City Economy, Business Benefits

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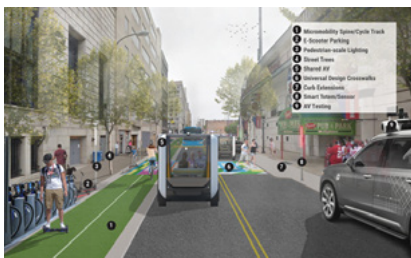bill.otto@sourcewell-mn.gov   (651)295-0365

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# Stantec: The Future of Mobility: Creating a mobility and equity innovation zone

Project Description: Innovation focused mobility solutions like automated vehicles, e-scooters, and digital curb management are accelerating changes in how we design and plan for mobility in our cities. The City of Buffalo (City) asked, "how can we start today to put these transformational innovations to work, unlocking a new era of opportunity, access, and equity?" In February 2020, Stantec's Urban Places team participated in a four-day charrette in collaboration with the Congress for the New Urbanism and the City to answer that question. With invited stakeholders, we explored how new approaches to mobility can unlock a new generation of mixed-use, mixed-income development that nurtures an innovation economy, social equity, and inclusion. Stantec then led the development of a report detailing the themes and ideas stemming from the charrette with a focus on merging land use, mobility, and equity and promoting smarter approaches to governance to support innovation. The recommendations embrace the spirit and intent of City policies and strategies already in place and are mapped out via an implementation timeline that is solution minded.

City Challenge: Buffalo Mayor Byron Brown opened the charrette by noting that "mobility"—broadly defined—had shaped Buffalo's history and would represent an important key to unlocking its future. He reminded participants, however, that mobility is not itself a goal. It is a means to larger, critical goals. He challenged the charrette participants to work together to use enhanced mobility to achieve core Buffalo values: equity, inclusion, and opportunity for all. This challenge was supported by the City's announcement around new funding for an initiative called Buffalo's "Race for Place" to support new innovation-focused public-private partnerships and the expanded mobility options necessary to give everyone access to the benefits these partnerships can generate. The report helped provide a strategy for working across City departments to develop a mobility and equity innovation zone to demonstrate, incubate, and scale new transportation innovations within the City. A key theme was not just testing for the sake of checking a box, but making sure pilot projects are aligned with identified City needs and focusing on innovating codes and approaches to polices like land use to promote shared mobility.

Impact: Shortly after the release of the report in December 2020, Mayor Brown issued two Request for Proposals (RFPs) to jumpstart implementation of the City's Future of Mobility pilot program. These RFPs are key to the creation of the mobility and innovation zone outlined in the report. The first of the two RFPs seeks to designate a developer to acquire and develop a 1.1-acre city-owned parcel which is currently a 629-space parking ramp. Adjacent to some of Buffalo's largest office buildings, entertainment, restaurants, and transit, the site is prime to create a walkable, mixed-use neighborhood in downtown. The second RFP aims to create a detailed transportation demand management (TDM) strategy implementation plan. Shifting from single occupancy vehicle transportation to incorporating new strategies to include all modes of transportation, including emerging modes like micromobility and software solutions. While a final selection has not been made on either RFP, both will be critical steps in implementing recommendations laid out in the Future of Mobility report and fostering long-term positive and inclusive economic momentum by embracing new mobility innovations.
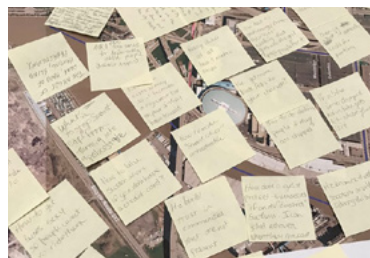
How-To: One of the key challenges cities face when implementing smart city and smart mobility solutions is aligning recommendations with a city's vision and needs, and making sure the public has buy-in on the approach. With this project, the following steps supported overcoming such challenges:

1. Investment in project with a proactive-minded City understanding the opportunity that technology offers and wanting to ensure the deployment of new innovations supports City goals and identified mobility needs.

2. Investment of time and resources through smart mobility charrette to integrate planning, public outreach, and key stakeholder coordination.

3. Convening a consulting team with a multi-discipline approach to merge complicated issues around issues like right-of-way management, land use and development, modernization of governance structures, and addressing emerging policy issues like data governance, including considerations around privacy and data security.

4. Having dedicated project team that can combine creativity with solution-minded approaches and turn existing grey areas around the integration of technologies into cities into opportunities, especially through a lens focused on equity, accessibility, and resilience.

5. Making sure recommendations are complemented by realistic and practical implementation solutions.

Budget: The charrette and production of the report did not have a hard cost other than time spent. As implementation continues, each individual project will have associated costs.

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

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

Mayor Byron Brown opened the charrette and charged participants with making sure mobility innovations promoted increased equity.

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An LSAV traveling in mixed traffic in the proposed mobility and equity innovation zone. The technology exists today to provide low cost, safe, and convenient LSAV service.

In focus groups, Buffalo residents offered valuable information and insights—including detailed perspectives on planning and urban design goals for the mobility and equity innovation zone.

The International Association of Plumbing and Mechanical Officials (IAPMO): Safer Water for Nome, Texas

Project Description: This drinking water project brought together partners from a variety of plumbing groups as well as local city officials, each bringing their perspectives and expertise making for cohesive, well-planned, and intentional outcomes for the residents in Nome, Texas. The partnership included: the International Association of Plumbing and Mechanical Officials (IAPMO), the International Water, Sanitation and Hygiene Foundation (IWSH), United Association (UA) Water Quality program, UA Local 68 and the Houston Area Plumbing Joint Apprenticeship Committee (HAPJAC), American Society of Sanitary Engineers (ASSE International), Mayor Kerry Abney and the Nome City Council. By partnering with all these groups and public officials, we are able to deliver vital drinking water infrastructure to a remote community.

City Challenge: The residents of Nome, Texas in Jefferson County have experienced drinking water quality issues for years, citing that their drinking water has a musty, unpleasant smell and how concerned they were for their public health. With drought conditions worsening, and population throughout Texas growing, IWSH and partners wanted to provide support and construct systems that will improve drinking water quality and protect the health and safety of Nome residents. Additionally, the city's water treatment plant was severely damaged in Hurricane Harvey in 2017 and has not been adequately repaired since then, adding to the city's water quality problems. This whole effort came about as a result of the brilliant idea of a couple high school students who, together with their teacher, came up with an idea. Out of their dream, "Safer Water for Nome, TX" emerged into what was described in this report.

Impact: We were able to improve drinking water quality for residents of Nome, Texas. We trained and certified individuals to water quality standards to ensure they will be able to maintain and improve plumbing systems. Specifically, IWSH was able to train and certify twenty-five skilled workers to the ASSE 12000 series on water quality. These certified professionals are instrumental in making water quality assessments during Safer Water for Nome and remain in their community ready and able to continue similar efforts throughout their region. Additionally, we tested water quality in homes and provided assessments to homeowners. Water samples were sent to an accredited laboratory where tests were performed to determine levels of contaminants or other elements contributing to their water's condition and perception. This vital information helped residents learn the actual state of water in their homes. The tests revealed no substantive issues from pathogenic, or metallic substances, but IWSH worked with residents to educate them about what fixtures and fittings, including new water filters certified to ASSE International standards, can help to improve the quality of water entering their homes.

How-To: As a core tenet for IWSH projects, we work with partners in the affected region to 1) identify the true needs of the community, and not what is perceived by outsiders; 2) we collaborate with municipal leaders, county, state, or even national leaders; 3) we engage strategic partners in labor, training facilities, labs, and third party credentialing groups; 4) we conduct informational (Town Hall) meetings to explain nature of project to residents and homeowners; 5) we train and certify industry personnel; 6) we conduct risk assessments, facilitate sample testing, and share results; 7) we conduct follow-up testing (if/as needed) and corrective measures installations; 8) IWSH leads an extensive communications campaign to tell inform the public and create a narrative depicting the problem, solutions, and step by step initiatives; 9) we facilitate water industry involvement and encourage donation of vital devices, methods or alternate solutions to address water quality issues that are substantiated through quality risk assessments.

General Tips: IWSH understands the importance of clearly defining the scope of the project, and It's critical to establish and communicate clear expectations, desired outcomes, and each party's obligations for the entire duration of the effort.

Budget: The project cost around $9,800

Funding: Foundations and Philanthropy

Additional Investment: Additional funding came from in-kind donations in the form of free labor, materials, and equipment.

Tags: Service Delivery Improvement, Cost Savings, Jobs Created, improved health and safety
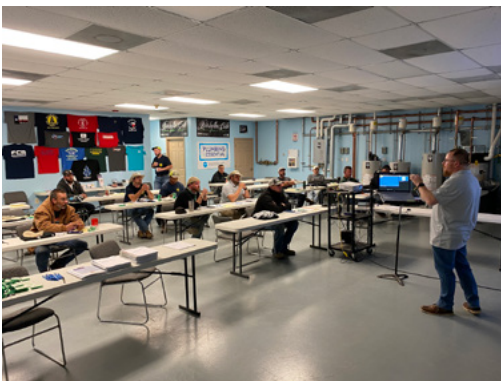

IWSH volunteers attending UA Water Quality Program Class at Local 68 training facility in Beaumont, Texas

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IWSH volunteers being trained to ASSE 12000 series for water quality testing

WSH volunteer testing drinking water source in a Nome resident's home

The Recycling Partnership: Recycling Ordinance Implementation for Orlando's Multifamily Community

Project Description: Orlando is one of only a few communities that implemented a multifamily recycling ordinance. Nationwide, multifamily recycling is often an untouched arena. Orlando and The Recycling Partnership collaborated, and The Partnership granted $150,000 to support the ordinance's implementation through three actionable components: Hire a full time Project Manager; Develop effective education interventions; And conduct an in-depth waste and recycling audit on a select number of properties.

With only a year to implement the ordinance to the City's largest multifamily properties, the project team quickly got to work outlining three objectives: Increase the overall number of properties providing recycling access in the City; Increase the capture of high value recyclables while at the same time lowering contamination; And secure baseline data regarding on multifamily recycling.

In 2020, the team expanded the program to properties not recycling and implemented customized outreach materials to improve recycling at properties with established programs – to bring services to a minimum of 6,500 additional multifamily units. Education materials were made available to all multifamily properties.

City Challenge: Recycling is a service everyone should have, but, unfortunately, even with strong recycling programs, multifamily homes are overlooked -- leaving property management to decide about recycling. Ordinances can be a way to ensure equal recycling access but cannot be successful without clear communication. Our public-private partnership tested ways to support staff and communicate to residents while adding recycling services to 21,491 multifamily units. Orlando felt the full impact of the pandemic on their front-line essential workers during this project. The community depended on staff to keep waste and recycling moving as residents were generating more at home.

Many changes to administrative processes and operations occurred because of COVID-19. To assist properties during this time, the City introduced an internship program, which focused on information distribution and providing support by reaching out to property managers and conducting site visits. This team freed up time for the project manager to focus more on properties that needed extra help developing recycling programs. This effort resulted in the City's successful multifamily recycling implementation program.

Impact: There were several positive impacts of this project because of the public-private partnership. The City saw real value from relationship building with multifamily properties when implementing an ordinance. In addition, the City found that utilizing a phased-in approach helped make the ordinance feel more achievable. While many multifamily properties have a fear of recycling contamination, this program found that equipping them with best-in-class education resources helped alleviate that hurdle. And overall, the City added recycling services to 21,491 multifamily units.

The outcome of these best practices was that the increased participation in the City's recycling program diverted an additional more than 1,100 tons of recycling from landfills over the past year. Based on a small case study on contamination and educational intervention, results showed that at properties that had expanded access to recycling, contamination at two out of three properties also decreased during this time. In addition, relationships were made between the project team and the participating multifamily properties that will help the City's recycling program for years to come.

Recycling bin and education materials for multi-family residents implemented as a part of a public-private partnership between The Recycling Partnership and the City of Orlando.
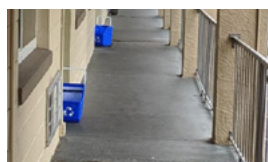
An additional 21,491 multifamily units were added to the city recycling program as part of a public-private partnership between The Recycling Partnership and the City of Orlando.

Multifamily totes ready for delivery as part of implementing a multifamily recycling Ordinance with the City of Orlando.

How-To: To assist with the objective of increasing the overall number of multifamily recycling programs, The Partnership funded a project manager to handle consultations with multifamily properties. This City employee also facilitated communications with properties and worked with the project team to develop plans for education distribution. Additionally, they maintained the property list as well as records associated with recycling compliance - including educating residents about the delivery and precautions being taken for safety. The addition of this position allowed the City to increase the capacity to assist properties with developing recycling programs.

The approach to increasing the capture of high value recyclable materials and lowering contamination centered on City-led education, training, and resource support to multifamily property managers. Funding was dedicated to printed materials as well as updating recycling signage. Also, the team developed an online platform for the creation of customizable messaging. These materials can be tailored for each property. A series of recycling incentives also supported this objective. These best practices helped positively impact material quality. While the City has a communications department that does amazing work coordinating outreach to the community, the added experience and expertise shared by The Partnership's communication team was invaluable.

There were education and outreach elements developed and deployed as a part of this project that are scalable and can be used for any community. These materials include recycling mailers, FAQs, and signage. In addition to these materials, letters were mailed to property managers, phone calls were made, and site visits were conducted. Throughout the course of this grant, the City received ample positive feedback from the community. Much of this feedback focused on the additional resources made available because of the public-private partnership.

General Tips: Multifamily recycling implementation is continuing to move forward in Orlando thanks to the foundation laid by the lessons learned during the first of three years of ordinance implementation. In addition, The Recycling Partnership will soon be offering a set of free customizable tools along with a how-to guide to help communities nationwide benefit from this project.

Budget: The total grant to the community was $150,000.

Funding: General Purpose City Funds, Non-profit Grant

Additional Investment: The City of Orlando utilized solid waste funds to hire summer intern to assist with outreach to multifamily properties regarding recycling compliance requirements. Also, these interns assisted with education and recycling incentive distribution. The city also leveraged messaging resources from their Office of Communications and Neighborhood Relations. Orlando also committed to paying for the full-time position that was covered for one year by this grant.

Tags: Service Delivery Improvement, Cost Savings, Environmental Impact, Impact on City Economy, Jobs Created

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Tyler Technologies: Transforming Community Engagement Through Self-Service

Project Description: Columbia, Missouri sought to provide reliable, sustainable, and innovative organizational and infrastructure foundations for the efficient delivery of municipal services and to create and support an engaged workforce that delivers an effective, transparent, and collaborative city government. A partnership with Tyler Technologies was necessary to meet reliable infrastructure and organizational excellence strategic goals.

The partnership includes implementing solutions that integrate across departments to eliminate silos and transform service delivery. Integrations connect city departments to constituents in ways that benefit everyone, improving daily workflows and customer service. Columbia utilizes public administration and financial solutions from Tyler, as well as an enterprise asset management system, civic services software, and a data and insights solution. A public safety solution and a new utility bill payment portal are next on the horizon.

With the new community-facing app MyCoMo, the city decommissioned six other apps for a streamlined experience. And open data through a financial transparency portal met the Mayor's transparency goal and reduced sunshine requests.

City Challenge: Operational excellence is an overarching goal for the city. Within that, leaders set out to promote citizen self-service options, reduce constituent confusion around the city's brand and number of mobile apps, and, finally, to simply deliver better government through digital and business process transformational projects.

Interacting with a city can be complex. Columbia's goal is to make interactions simple. A person building a house, for example, used to interact with five different departments, including in-person visits to multiple offices on multiple floors. Columbia is also home to college campuses in the middle of the city. These temporary citizens are part of the community and require easy access to information and services.

The solution was to provide every citizen with a one-stop shop: one phone number to call; one website to reference; one app to find it all.

Impact: This project enabled a "self-service society" for residents. From reporting a pothole to submitting plans or permits, the project gives convenience and power to constituents.

Moving the needle in civic engagement required that the city's tech solutions integrate. With civic services software and the citizen-facing app, automated workflows reduce staff work and human error. When a citizen reports an issue through the MyCoMo app or city website, it is stored in the 311 system and automatically assigned to the responsible department. Electronic plan review and permitting benefits contractors who are now ahead in their projects due to digital processes.

Columbia consolidated six public facing apps into one with MyCoMo, which has seen more than 30,000 downloads since March 2021. Instead of numerous tabs and menus, there is now one modern website that matches the city brand. Two-way communication with Tyler 311 integrations streamlines work order processing and provides citizens with interactive maps and GPS capabilities.

Citizens have been quick to adopt these new technologies and the city is enjoying a better brand. It was recently rated the 25th best place to live in the U.S.
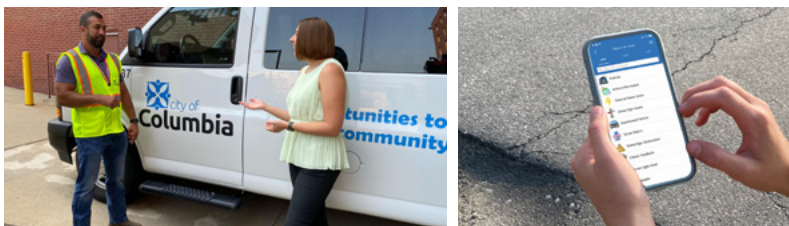
How-To: Columbia's community engagement strategy began with a city-wide rebrand. This meant reimagining all departments under one city logo and entailed replacing vehicle stickers, redesigning business cards, and an in-house website redesign. Tyler's self-service portal and citizen engagement app enabled individuals and businesses to submit plans and permits without going to city hall – this was critical during the COVID-19 pandemic.

Columbia aggressively promoted the new engagement channels, particularly the MyCoMo app. Two rounds of marketing resulted in measurable usage spikes. While the city had dozens of apps over the years, none of them "landed" with the public. Moving to one consolidated app and marketing it made the difference. The app launched with hands-on participation from the Communications and Creative Services department, IT, and Tyler Technologies.

Generating buy-in from leaders started with an "executive sponsor" who provided support. Then came business buy-in from all relevant departments. Staff also shared details with Councilmembers and reinforced the benefits. Brand marketing and social engagement familiarized the community with the new brand.

General Tips:

- Make citizen engagement part of your strategic plan.
- Define a roadmap and project plan(s) that align with the strategic plan.
- Create internal and external partnerships with defined roles
- Deliver and market quality products/services.
- Incorporate all groups in the engagement process for continuous improvement.
- Provide multiple engagement channels (online, in person, phone, etc.).

Budget: $1.8M total investment in Tyler solutions ($500K over the last 4 years) and $600K annual maintenance and support ($170K over the last 4 years)

Funding: General Purpose City Funds, Vendor Credits

Additional Investment: Four to five existing staff resources were utilized within IT and Communications and Creative Services over the duration of and in support of the projects. Columbia added one new staff position and a second is pending approvals.

Tags: Service Delivery Improvement, Innovation, Community Engagement

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Verizon: Verizon: A Strategic Approach Law Enforcement's Role in Crisis Intervention in Harris County, Texas

Project Description: The Harris County (Texas) Sheriff's office is working with Verizon and The Harris Center for Mental Health and Intellectual and Developmental Disability (IDD) to help change how law enforcement officials deal with emergency situations on the streets of Houston that include a mental health component.

Through the jointly developed Clinician and Officer Remote Evaluation (CORE) program, innovative HIPAA-compliant technology connects law enforcement officers with a Harris Center crisis mental health clinician at the time of a 911 dispatch call. In partnership with Verizon, the crisis intervention team now operates through reliable mobile tablets, real-time connectivity and secure lines of communication that keep sensitive data safe while establishing a personal, human connection.

Nearly 900,000 adults in Harris County are vulnerable to mental illness, and this agile solution can help improve their experiences with law enforcement—while helping deputies do real-time crisis assessments, de-escalate crisis situations and direct more people to the mental health resources they need.

City Challenge:

When law enforcement responds to emergency situations, their priority is the well-being of everyone involved. But if a mental health issue is part of the situation, officers don't have access to the same resources and training that the Harris Center for Mental Health and IDD can provide.

Equipping law enforcement officers with better tools to deal with mental health-related situations can lead to safer outcomes for both officers and the individuals who are the subjects of emergency calls, while helping to reduce the over-jailing or over-hospitalization for people who have a mental illness.

Impact: The CORE program has helped support thousands of constituents in Harris County. Harris County law enforcement officers have reported:

- Decreased use of emergency rooms
- Improved decision making
- Reduced time on calls
- Identification of alternative resources for people with mental health issues

In Phase I of the CORE program, fewer than 1% of the individuals involved in response calls ended up going to jail. An analysis by the University of Texas School of Public Health revealed that in this same period, Harris County saved $26,244 in costs due to jail diversion, avoiding hospital transportation or by not activating other crisis resources.

Nearly half of individuals who spoke to a mental health professional through the program were encountering the Harris Center for the first time, providing their first opportunity to connect with the mental health resources they needed.

How-To: The Harris Center equipped Harris County law enforcement partners with iPad tablets and launched the CORE program as a year-long pilot in 2018. The next phase expanded the program to make around 200 iPad tablets available to Harris County law enforcement officers and first responders.

Using a Verizon-powered 4G LTE Apple iPad equipped with HIPAA-compliant CORE software—which includes Apple Business Manager, MobileIron Silver License endpoint management, and a security and device management overlay—officers click one or two icons to connect to Harris Center crisis clinicians via a telemedicine system.

The Harris Center clinicians can then carry out a crisis assessment with the individual in real time, helping both the individual and law enforcement decide the next steps—and whether it's necessary to send further community-based support, such as a mobile crisis team, or if a hospital visit is required.

By using alternative responses to what initially looked like a 911 police call, Harris County law enforcement is able to provide additional support and services in conjunction with the Harris Center.

In terms of how partnering with Verizon helped Harris County provide mental health support and services for its community, Young had this to say:

"We wanted to build on our learnings, so in those early phases we would literally reach out to Verizon and say, 'we had a call in this area and the signal wasn't very strong, how do we boost that, and can you help?' They were always responsive. The interface needed to be simple for an officer to use out on the road, and we needed to be able to do a crisis assessment in the middle of a shopping center for instance. It can't be complicated."

General Tips: Houston Mayor Sylvester Turner has provided some valuable insight and tips into why and how the Harris County project succeeded:

"Through partnerships, technology and community engagement, we can create a more compassionate, smarter and efficient police force. Equipping officers with the tools to diffuse situations and assist individuals with mental health conditions was a key recommendation from Houston's Police Reform Task Force. That is why Houston is working to equip officers with telemedicine tablets to access behavioral health experts with The Harris Center, our regional, public mental health authority. Already deployed with the Harris County Sheriff's Office and local constables with great success, this innovative program is now the cornerstone of a regional crisis intervention strategy. Using technology and new partnerships, we can provide law enforcement with the tools to succeed and holistically help citizens in need. A win-win for all."

Tags: Service Delivery Improvement, Innovation, Cost Savings, Impact on City Economy, Public health and public safety benefits

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Wells Fargo: Open for Business Fund

Project Description: Through the Open for Business Fund, Wells Fargo is directing more than $400 million in gross processing fees the bank would have received from the federal government for lending through the Paycheck Protection Program — a government stimulus program providing small businesses with short-term cash flow assistance — to further help small business entrepreneurs recover.

- $250 million in philanthropic grants to nonprofit Community Development Financial Institutions (CDFIs) that provide needed capital,
- $50 million to nonprofits providing entrepreneurs with technical support,
- $100+ million to long-term resiliency programs for small businesses, particularly those owned by underrepresented individuals as part of fostering an inclusive recovery.

City Challenge: Roughly 30 million small businesses employ about 60 million people across the U.S. and many have experienced significant challenges from the COVID-19 pandemic this past year. Some have had to close their doors temporarily or permanently, and those who remain open are grappling with complying with new and evolving health and safety regulations, finding alternate ways to meet their customers' needs, and retaining their employees.

Wells Fargo identified that the economic fallout has disproportionately affected family and diverse-owned businesses, including sole proprietors, a group that was largely left out of initial federal relief and an important group of small business owners in diverse communities. For instance, more than 90% of Black-owned small businesses are sole proprietors.

Impact: Wells Fargo's Open for Business Fund by the numbers:

- Established: July 2020
- Overall fund: $400+ million ($250 million for capital to CDFIs, $50 million for technical assistance, and $100+ million for long-term resiliency programs)
- Business helped so far (projected): 22,000 Percent of minority-owned businesses helped: 84%
- Jobs maintained (projected): 63,000
- Anticipated financing for small business owners: $1 billion
- Anticipated hours of technical assistance to small business owners: 7.5 million

This program goes beyond the need for immediate capital to look holistically at what small businesses will need to recover and thrive long-term. In addition to grants that help accelerate capital, specific components of the Open for Business Fund address the need for significant technical assistance (such as helping small business owners with marketing, supply chain, digitization of their business model, customer retention, etc.) and long-term resiliency programs that break down systemic barriers to small business growth.

Wells Fargo's Open for Business Fund is inclusive of sole proprietors, a group that was largely left out of initial federal relief and an important group of small business owners in diverse communities.

How-To: Wells Fargo provided approximately 282,000 Paycheck Protection Program (PPP) loans through its 2020 and 2021 lending to support small businesses trying to survive the COVID-19 pandemic. Total lending was nearly $14.0 billion helping keep 1,739,000 Americans employed. The average loan amount for customers was $50,000, the lowest among all large financial institutions, and 42% of loans were for small businesses in low-to-moderate income neighborhoods, or those historically underserved.

In addition to the teams who work with small businesses every day, thousands of Wells Fargo employees from across the company were tapped to quickly pitch in so they could help customers get PPP loans.

In July 2020, Wells Fargo launched the Open for Business Fund to reinvest more than $400 million in gross processing fees the bank would have received from the federal government for lending through the Paycheck Protection Program — a government stimulus program providing small businesses with short-term cash flow assistance — to further help small business entrepreneurs recover. Wells Fargo did not subtract any of its costs or expenses for executing the federal relief program because it saw the widening need in the small business sector.

Budget: $420 million

Funding: Private financing, Foundations, Other: Payroll Protection Program processing fees

Tags: Impact on city economy, Jobs preservation, Business benefits

Additional Investment: The $400+ million from the Open for Business fund is entirely in philanthropic grant capital -- not in the form of loans that need to be repaid. Community Development Financial Institutions can strengthen their balance sheets with such funds and usually leverage the capital to a 3:1 return. This means Wells Fargo's funding will translate to roughly $1 billion in available, affordable financing for small businesses.

A Local Initiatives Support Corporation Philadelphia grant supported by Wells Fargo's Open for Business Fund has helped Sunny Phanthavong keep bringing people together through food at Vientiane Bistro. Photo: John Dolan

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Zencity: How Lorain, OH, used a community survey to get council to approve a new tax measure for the November ballot funding park improvements

Project Description: Turning to Zencity, the Mayor had two goals: genuinely understanding if park funding should be a City priority, and second, if it were, he needed the data to convince Council. With that in mind, Zencity's team of experts curated a "Temperature Check" survey for Lorain residents and tracked organic discourse through the city's Zencity Dashboard .

Community survey questions were aimed at gauging park useage, satisfaction with current services, and ultimately, resident willingness to pay a new, monthly levy to fund park maintenance and improvements.

Simultaneously, the City used Zencity's dashboard and organic discourse analysis to understand resident satisfaction around the City's recent park-upgrade efforts. Discourse of a 4 month period showed that residents were positive about the City's efforts to improve park services, and that investing in parks was a source of positivity in the community. Leading drivers of positive sentiment included Easter festivities at local parks, new trees planted, a new dock, and more.

City Challenge: In Lorain, Ohio, a lack of resources has meant that parks have taken a back seat for the City. Discussions by City Council to raise the money needed to maintain and improve park facilities—by ordinance or otherwise—have been on the table since 2019. But Council has repeatedly been reluctant about moving based upon comments of a small group of residents who regularly attend council meetings, although they may not necessarily be representative, they are often the most vocal, especially when it comes to Council.

This year, with many more community members enjoying public spaces due to COVID-19, and on the heels of the renovation of a Little League field in partnership with the local School District, the Mayor decided he was ready to tackle the issue of park funding and get Council on board.

Impact: Survey data showed that most residents used Lorain parks at least once a month, with over a ⅓ of residents visiting them weekly or daily. However, there was a resident-recognized need for improvement.

Moreover, the City learned that residents were more supportive of equal allocation of resources across parks, and were therefore more likely to support a general levy on parks than on selective improvement projects.

Armed with both organic and direct feedback data, the Mayor and his team showed Council the need for better park services, and could assume that residents would positively respond to a levy.

As the survey reflected responses from all 8 wards in the City, the Mayor and Council felt confident that the results were representative; certainly more so than anecdotal input Council was relying on previously.

Zencity's organic discourse and survey data together proved powerful drivers in data-backed decision making by Council. With this data, the Council unanimously voted to include a $5 monthly levy for park improvements on the November ballot. If the ballot measure passes, as expected, this will generate over $1 million for the City to dedicate to its much-loved parks.

How-To: Over the course of the Mayor's regularly scheduled calls with his Zencity customer success manager (CSM), the Mayor identified the parks levy as an key strategic issue for the city. The CSM then looped in Zencity's survey team, who were able to identify the exact needs, formulate questions and create a survey that ran online for a couple of weeks and reached a diverse representation of city residents.The final report, produced and delivered by Zencity, helped the Mayor and the council obtain actionable feedback about residents' needs and priorities with regards to their parks.

General Tips: Getting residents involved in key decisions that affect their daily lives contributes greatly to a more connected and engaged community and increases trust between residents and their city.

Budget: This is part of Lorain, OH yearly subscription to Zencity's services

Funding: Federal Grants

Tags: Service Delivery Improvement, Innovation, Environmental Impact
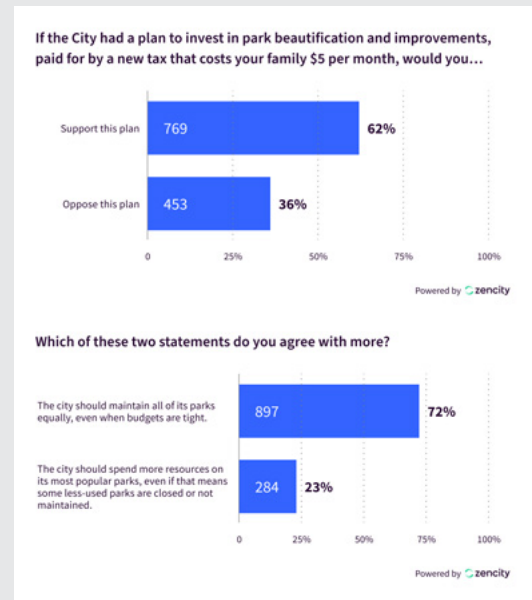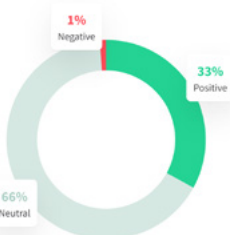

Support and opposition to different measures

For more information, contact:

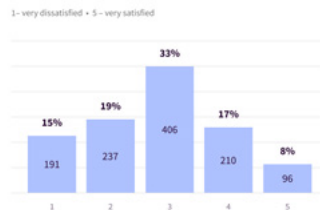Ariel Fisher, ariel@zencity.io
Phone: 347-708-0074

Jack Bradley, Mayor
City of Lorain
Phone: 440-204-2002

Sentiment Overview: Parks and Recreation

Parks Satisfaction Breakdown