

Private Sector Associates of  
The United States Conference of Mayors

United States Conference of Mayors  
Business Council 2022 Best Practices Report

# Mayors and Businesses Driving Economic Growth

# 2022



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CONFERENCE OF MAYORS



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



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# Foreword

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

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



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## AARP: Healthy Streets in Austin, Texas

**Project Description:** Austin’s Healthy Streets program began as a temporary solution in response to the COVID-19 pandemic, which demonstrated a need for socially distant outdoor recreation. Inspired by Oakland, California’s “soft colures” of city streets using temporary barricades, 30 local organizations authored a letter to Austin’s City Council in April 2020 asking for a similar slow streets program. The Council unanimously approved Healthy Streets, closing about ten miles of neighborhood streets to vehicle traffic, giving residents access to walk, bike and engage in other forms of outdoor exercise.

Local organizations and residents have advocated for Healthy Streets to become permanent, despite plans to wind down the program. An AARP Community Challenge grant enabled community engagement, including placemaking efforts and publication of a best practices report.

Proposals to expand Healthy Streets include granting permits for street closures where 60 percent of residents support it, introducing “Play Streets” – closures for short periods throughout the week – and easing the city’s block party regulations to lift barriers faced by lower-income neighborhoods.

**City Challenge:** The Healthy Streets initiative gave Austin residents opportunities for recreation and strengthened neighborhood communities, even as the pandemic limited opportunities for exercise and in-person gatherings. The program centered the needs of residents especially vulnerable to COVID-19, including older adults. Healthy Streets allowed people in Austin to safely bike, walk, exercise and play away from traffic.

Temporary street closures also represented a creative way to bolster equity outcomes in Austin. Healthy Streets provide valuable public space for those living in neighborhoods with inadequate access to parks – a challenged faced by many Austin residents. The Living Streets proposal to expand the program looks to increase equity impacts by reforming existing requirements for block parties. This includes easing barriers for lower-income neighborhoods, including high permit fees, stringent signature requirements and ineligibility of mixed-use zoning areas.

**Impact:** Beginning in May 2020, Austin implemented street closures to create about ten miles of Healthy Streets temporarily closed to vehicular traffic. This provided Austin’s residents – including those in neighborhoods without access to parks – with public outdoor space. The program revealed that streets can operate not only as mobility arteries, but also as venues to promote physical and social health.

Support from an AARP Community Challenge grant enabled community-led advocacy and placemaking efforts, as well as digital storytelling capturing the positive impact of temporary street closures on Austin’s residents. This has culminated in calls to make the Healthy Streets program permanent and expand its scope. In early 2022, Austin’s city manager proposed a Living Streets plan for funding and implementing slow streets permanently.

**How-To:** Local advocacy was the driving force behind Austin’s Healthy Streets program. The Austin City Council passed its Healthy Streets resolution after local organizations lobbied for slow streets program based on that implemented in Oakland, California.

In June 2020, AARP awarded a Community Challenge grant to Walk Austin to support Healthy Streets. However, a month later the Austin Transportation Department announced it intended to wind down the program. This underscored a need for increased public participation, as well as the importance of making Healthy Streets permanent.

The grant supported the following community engagement activities:

- Placemaking projects on Healthy Streets, including street murals by local artists
- Publication of a best practices report
- Creation of a Healthy Streets website to showcase photographs and stories featuring residents’ use of Healthy Streets
- Social media campaign on Twitter, Facebook and Instagram
- A newsletter on Healthy Streets
- Outreach to local businesses
- Door-to-door outreach and flyer drops
- Online meetings with neighborhood groups, including training on effectively communicating support for Healthy Streets
- In 2021 AARP facilitated a code audit with Nelson/Nygaard to identify possible changes to the city’s municipal code to increase livability. The final audit report recommended the City codify its Healthy Streets to ensure residents would continue to benefit from slow streets.
- Suggestions for codification include:
  - Begin by designating a small number of streets and steadily expand
  - Establish mileage goals
  - Prioritize streets adjacent to popular trails and parks
  - Target streets in neighborhoods where residents lack access to parks
  - Make sure slow streets are geographically distributed across the city
  - Limit closures to non-arterial streets without public transportation service
  - Require regular, frequent updates to the local government on the status of the program

**General Tips:** While the Healthy Streets initiative was popular among participating neighborhoods, a lack of funding restricted the program’s scale. In addition, the temporary nature of the Healthy Streets resolution revealed the importance of permanently codifying slow streets.

**Budget:** \$16,650 (Community Challenge Grant)

**Funding:** AARP Community Challenge Grant

**Tags:** Innovation, Environmental Impact, Community health and street safety

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The Healthy Streets program let neighbors walk and ride bikes without needing to dodge traffic.



Street murals became a popular way to identify and decorate Austin’s low-traffic spaces.



## AECOM: Partnering with the City of Richmond, Virginia to Achieve Equity and Inclusion Through Effective Planning and Implementation

**Project Description:** In 2016, Richmond and AECOM set out to develop a master plan charting a path toward an equitable, sustainable future in time for the City’s 300th birthday in 2037. The result is Richmond 300: A Guide for Growth, which recently won the American Planning Association’s 2021 Daniel Burnham Award as the nation’s top comprehensive plan.

The plan, not merely a roadmap for growth, was rooted in the desire to combat systemic issues of socio-economic disenfranchisement. The principles of equity, diversity, inclusion and environmental justice were embedded into the plan’s framework.

From inception to implementation, the city actively sought community feedback to promote transparency and to recalibrate the plan along the way. To consider the needs of underserved neighborhoods historically shut out of planning efforts, the team met with residents “where they lived” at churches, community centers and coffee shops. This “bottom-up” approach allowed new voices to be discovered and heard, and diversified the planning data set with first-hand, lived experiences of all residents. These viewpoints are now being implemented in the form of enhanced services and new capital improvement projects.

**City Challenge:** Reversing the traditional top-down engagement approach so information flowed from the community up to the planners, the City issued a call for residents to serve on the Master Plan Advisory Council. From 175 applicants, a diverse group was established in terms of race, age, gender, sexual identity, expertise and time lived in Richmond. The advisory council guided the plan’s creation and oversaw inclusive community outreach.

The City asked residents to contribute their “big ideas” and received more than 6,000 submissions. Five working groups of residents from all parts of the City, joined by technical experts from inside and outside government, were tasked with incorporating these ideas into draft maps, goals, objectives and strategies. Once the working groups made their determinations, the City presented a draft plan with broad-based policy initiatives and capital improvement projects for public review.

This collaborative discovery process revealed needs focused on four key areas: planned growth and development in concert with meaningful public engagement; community health and wellbeing; environmental justice; and the creation of new green space in long-ignored neighborhoods.

**Impact:** This master plan project succeeded in making issues of equity and inclusion intrinsic to the planning process by identifying where environmental justice issues overlap with locations of underserved populations. Actions already being implemented include remediating heat islands, improving access to government and community services, and enhancing wellbeing, mobility and public transportation offerings.

To alleviate heat islands in Richmond’s disinvested sections, the City identified five new green space locations and created parklets. In response to community desires to have government services closer to their homes, the City is renovating and building new community centers to provide more core services to residents. Mobility issues were also uncovered, resulting in the simple solution of constructing more sidewalks so people could easily and safely walk to nearby stores. Residents indicated that a lack of access to public transportation made it time-consuming and costly to get from their homes to jobs, an issue which was resolved by redirecting transport hubs and routes.



A diverse mix of residents from across Richmond were engaged and actively contributed their



Priority growth areas feature significant public spaces and avoid displacing current residents.

**How-To:** Equity and inclusion are primary drivers for City of Richmond staff, and embedding these values into the fabric of the Richmond 300 master plan was critical to its public acceptance and, ultimately, successful implementation. These principles could not be retrofitted later into the projects that would result from the plan; they must be imbued from the very beginning of the planning process — what the AECOM team calls “Day Zero.”

This effort was unprecedented, as previous Richmond master plans had not prioritized values like equity and inclusion, nor had they looked to solve challenges through the lens of environmental justice. So from Day Zero, AECOM’s planners worked with City staff to incorporate the principles that would become second nature on every project. Equity and inclusion formed the foundation for a forward-looking city inspired by its motto of “One Richmond.”

With the values established and the vision defined, only then would the planning process be ready to move into “Day One,” which involved developing the concepts for the new master plan. AECOM ensured that these values were incorporated into every physical project, whether it involved creating new parks and recreation facilities, opening new community centers in neighborhoods that had been left behind, or determining where new schools would be located.

While the City did not have the capacity to dedicate its personnel to the master planning process full-time, AECOM embedded team members with City staff, temporarily relocating their offices to City Hall for the duration of the master planning project. This close relationship allowed for open, in-person discussions between AECOM and the City, cementing AECOM’s ability to serve as trusted advisors in a more meaningful, impactful way than would be possible with a traditional planning consultant — with all parties working toward the end goal of ensuring the City of Richmond served the needs of all its citizens.

**General Tips:** The Richmond 300 master plan encompasses 17 goals, 70 objectives and more than 400 strategies, but the City and AECOM recognized that unless the recommendations were acted upon, it’s only a document.

Master plans are most effectively implemented when the public is able to see their ideas brought to life in a timely manner. Further, projects that met the needs of a broad cross-section of residents demonstrate to those who participated in the plan’s development that their suggestions were taken seriously. By having a mix of projects ready to deliver — from smaller, more affordable projects such as parklets and sidewalks to larger, “wish list” projects like community centers — the Richmond 300 master plan serves as a scalable, replicable case study of how to prioritize and address complex socio-economic issues on a limited municipal budget.

**Funding:** General Purpose City Funds

**Tags:** Service delivery improvement, Environmental Impact, Impact on City Economy, Business benefits

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## Amazon: Amazon Commitment to Create 130 Affordable Homes and Expand Social Services in Nashville

**Project Description:** Corporate America plays a vital role in enriching its communities. Amazon's belief is that all people should have access to housing they can afford. Low-income and minority families are disproportionately affected by an affordable housing shortage in the U.S. While only governments at the local, state, and federal level have the capacity to implement more effective housing policies, Amazon believes the private and public sectors can work together to address this challenge.

The Amazon Housing Equity Fund provided \$10.6 million in funding for new investments in Nashville to help build and renovate more than 130 local homes, including a mixed-income development, and fund supportive and substance abuse recovery services in the City.

Over the past two years, Amazon has committed more than \$94 million to affordable housing projects in Nashville—including affordable housing development near high-traffic transit sites, and an accelerator program to increase the number of real estate developers of color who focus on affordable housing.

**City Challenge:** The establishment of the more than \$2 billion Amazon Housing Equity Fund sprang from the company's belief that all people should have access to a home they can afford. The Fund was created with the goal of growing and protecting the stock of housing for low- to moderate-income families in Arlington, Virginia; Puget Sound, Washington; and Nashville, Tennessee.

Our approach includes:

- Using low-rate loans and capital grants to preserve and create thousands of affordable homes for the long term;
- Providing opportunities for emerging affordable housing developer companies led by people of color in real estate so they can grow professionally and have easier access to capital;
- Providing grants to support community-based organizations, mission-driven housing providers, traditional and nontraditional public agencies, and organizations led by people of color;
- Advocating for innovative and equity-based policy initiatives, and;
- Partnering with local governments and agencies on innovative ways to increase affordable housing options.

**Impact:** By partnering with MDHA and CrossBridge, a nonprofit that provides housing and supportive services to adults overcoming addiction, Amazon is supporting the construction of new housing developments to provide affordable housing, social services support, and convenient access to public transportation to hundreds of residents, as well as preserve existing affordable homes.

Amazon's commitment to MDHA consists of a \$7.1 million low-rate loan to support the construction of Cherry Oak Apartments, a mixed-income residential development. These units will provide housing in proximity to high-quality transit, employment centers, and parks.

Additionally, Amazon is providing a \$3.5 million grant to CrossBridge, a Nashville nonprofit that provides housing and supportive services to adults overcoming addiction. The grant will allow CrossBridge to complete its projects, operate at affordable rents, and expand services. CrossBridge will also provide tenants with mental health counseling, addiction support, workforce reentry support, and other services.

**How-To:** The Fund was developed to address the affordable housing crisis that is affecting communities across the Country. In Nashville we were able to work with community partners that possessed deep knowledge of the housing market and pathways to address these issues.

Amazon has partnered with public agencies and mission-driven partners to create inclusive housing developments and preserve existing housing through low-rate loans and grants.

**Budget:** \$10.6 million contributed by Amazon

**Funding:** Private Financing

**Tags:** Innovation, Impact on City Economy, Jobs created



Rendering of Cherry Oak Apartments, a mixed-income residential development supported by Amazon.



Ground breaking hosted by Nashville Metropolitan Development Housing Authority (MDHA)

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## Atkins North America: Philadelphia Northeast Airport Taxiway L Pavement Rehabilitation Project Envision Sustainability Assessment

**Project Description:** Atkins North America is providing professional services to the the City of Philadelphia Division of Aviation (DOA) for Envision verification for the rehabilitation of Philadelphia Northeast Airport (PNE) Taxiway L. The five categories evaluated include Quality of Life, Leadership, Resource Allocation, Natural World and Climate and Resiliency.

**City Challenge:** PNE is recognized for its leadership and commitment to sustainability for the City of Philadelphia and the State of Pennsylvania. Taxiway L was constructed to support the use of Runway 6-24 and Runway 15-33. Taxiway L provides airplane pilots with a safe alternative to taxi aircraft to the terminal gate or hangars. PNE is seeking to rehabilitate the existing pavement and bring the geometry up to compliance to ensure continued safe operation of aircraft, including new pavement markings and associated construction. The goal is to reclaim as much material as possible and reduce overall carbon emissions resulting from the project.

**Impact:** Notable accomplishments of the Envision consultation for the Taxiway L project included identifying 47.2% of materials associated with the project that will be recycled/reused on site. This recycling will result in approximately \$0.5M in savings to the project as well as a 81% reduction in emissions to keep recycled materials on-site with the preferred alternative. There is an estimated 15%-30% reduction in embodied carbon using recycled materials onsite compared to the baseline.

**How-To:** Our Envision Sustainability Professionals (ENV SP) coordinate with DOA to define the project sustainability goals. A preliminary assessment using the Envision framework was completed to identify opportunities and to decide whether to initiate the Envision verification process. The ENV SP team works closely with the design team and the DOA to ensure sustainable applications and quantifiable metrics are incorporated into the project for future project verification. The five categories evaluated include Quality of Life, Leadership, Resource Allocation, Natural World and Climate and Resiliency. There are 64 total credits that are evaluated and include technical write-ups and supporting documentation to verify the credit applicability and metric for the selected level of achievement. Envision credit work sheets were prepared for submittal to the Institute of Sustainable Infrastructure (ISI) for project verification.

**General Tips:** Atkins has worked with internal staff to grow their knowledge of Envision and the various categories and project requirements needed to achieve different levels of Envision certification.

**Budget:** Total Program Cost of about \$4.5 million, including construction. Envision scope around \$87,000 is included in that overall cost.

**Funding:** Federal Grants

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

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## AT&T: Bridging the Digital Divide

**Project Description:** Vanderburgh County, IN announced a \$39 million project with AT&T to build out high-speed fiber broadband to more than 20,000 households and businesses.

AT&T FIBER delivers symmetrical upload and download speeds up to 5-Gig. With consistently fast speeds, even at peak times, consumers can expect strong performance across AT&T FIBER's portfolio of speed tiers –300, 500, 1-Gig, 2-Gig and 5-Gig. In addition to fast speeds, customers have the added benefit of experiencing high-speed broadband internet with the latest Wi-Fi equipment, like the Wi-Fi 6 and tri-band enabled Wi-Fi gateway and optional extenders.

Wi-Fi 6 and tri-band technology provides increased capacity for more devices to connect to the network and better coverage and is prepared to support multi-gig speeds now, including our 2-Gig and 5-Gig speed tiers, and in the future.

From 2018-2020, AT&T invested more than \$1 billion in its wireless and wireline networks in Indiana to expand coverage and improve connectivity.

That investment has increased reliability, coverage & overall performance for residents & businesses. It has also improved critical communications services for Indiana's first responders using the FirstNet®, Built with AT&T network.

**City Challenge:** About one-third of the population of unincorporated Vanderburgh County did not have access to fixed broadband solutions, according to county records. Reliable and affordable broadband has become more important than ever, with many consumers continuing to work, learn and entertain from home.

**Impact:** Through this efficient public-private model, where the government entity utilized federal American Rescue Plan Act funding, AT&T will bring 20,000 Vanderburgh County residents, farms and businesses faster broadband speeds. Customers will have the option of up to 2Gbps and businesses up to 5Gbps of service. By working with AT&T, Vanderburgh County is making its American Rescue Plan Act dollars go farther as AT&T is investing \$29.7 million in the project.



Vanderburgh Fiber Delivered

### Bridging the Digital Divide in Vanderburgh County

Planning to build broadband connections to **>20,000** households and businesses over two years



AT&T Vanderburgh

**How-To:** In 2021, as part of its plans to utilize funds from the American Rescue Plan Act, Vanderburgh County issued an RFP for high-speed broadband service that would cover nearly all of the unincorporated areas of the county. AT&T's RFP response was selected as the winning proposal, and the company has since been working closely with the county to execute plans to bring AT&T Fiber to 20,000 homes, farms and businesses in this rural area of Southwest Indiana. AT&T will build a state-of-the-art fiber network that will deliver high-speed internet to unincorporated parts of the county. Service provided will be AT&T's best-in-class fiber network that will deliver high-speed internet to unincorporated parts of the county. While the project was targeted to take 2 years to complete, AT&T has started engineering in most of the area. Backbone fiber construction is underway and placement of fiber in neighborhoods will begin in the coming month. The first residents will be served in less than a year, and many more will follow quickly.

**Budget:** Vanderburgh County is investing \$9.9 million of its federal American Rescue Plan Act funds in the project, and AT&T is investing \$29.7 million to provide fiber to much of unincorporated Vanderburgh County. Through the County's approach of working with AT&T, it is making its American Rescue Plan Act dollars go farther as AT&T is investing \$29.7 million in the project, bringing connectivity to more of residents and businesses. Not only will these investments connect more people, the service provided will be AT&T's best-in-class fiber network that will deliver high-speed internet to unincorporated parts of the county. While the project was targeted to take 2 years to complete, AT&T has started engineering in most of the area. Backbone fiber construction is underway and placement of fiber in neighborhoods will begin in the coming month. The first residents will be served in less than a year, and many more will follow quickly.

**Funding:** Private Financing, Federal Grants

**Additional Investment:** AT&T is investing \$29.7 million in the project and will own and operate the network

**Tags:** Service delivery improvement, Cost Savings, Business benefits, Connectivity as well as faster, more reliable, and affordable broadband for Vanderburgh County residents.

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## Bird: Accessibility Mobility Program

**Project Description:** The Accessibility Mobility Program empowers people with disabilities to enjoy micromobility by making electric wheelchairs easily available and affordable. Partnering with Scootaround for a pilot in New York City, electric wheelchairs are available for five dollars a day— one tenth the standard cost— directly through the Bird app. Many people who may not need wheelchairs fulltime are better able to enjoy certain activities, such as visiting and moving about a city, by using an adaptive device. And, for those who depend on wheelchairs more regularly, transporting their own equipment can be cumbersome and expensive. The Accessibility Mobility Program allows users to rent an electric wheelchair directly through the Bird app for hours or days. The chair is delivered and picked up from a convenient location for the user, maximizing ease of use. At a low price point, a flexible rental period, and personalized delivery service, the primary barriers to electric wheelchair use are eradicated.

**City Challenge:** While micromobility options such as scooters and bikes provide efficient, eco-friendly, affordable options for many people, these products are not accessible to everyone. Given the importance of creating a micromobility ecosystem that benefits an entire community, Bird sought to find solutions for those who need a seated option. For many travelers who are reliant on wheelchairs, transporting those devices can be prohibitively cumbersome and expensive. And for even more people, excursions which require extended periods of walking become difficult or even impossible. Bird's Accessibility Mobility Program addresses the challenges of transporting motorized wheelchairs, simplifies the process of renting a motorized wheelchair, and makes it an affordable option.

**Impact:** The impact of the Accessibility Mobility Program is best articulated by those who directly benefit from the program. Erik Gonzalez, a high school administrator and Bronx resident, shared his experience with the program:

“My family and I enjoy walking, but over the years it's been much more difficult to do so especially with my mother who is in her early 60s. She suffered from Polio as a child untreated and was left with a leg deformity that causes her to limp as she walks. My uncle this past year was diagnosed and treated for stomach cancer that left him in a delicate state for a short while. Though he is much better now, he also can no longer walk long distances. For my Spring Break, I recently requested 2 Bird scooters to treat both my mother and my uncle to a full circumstance trip around the NYBG, something that we were once able to do together without issue, but something that would be impossible and/or unbearable these days. I was glad, that even if just for a short time, I was able to grant them the ability to be unrestricted and without pain.”

**How-To:** Bird has a widely-adopted mobile app, an expansive user base, and excellent logistics capabilities. Scootaround has high-quality electric wheelchairs, with inventory in many urban centers. By marrying the capabilities and resources of both operations, Bird was able to execute an efficient, user-friendly initiative.

Bird engineers built out the capability within the Bird app for users to select an electric wheelchair. Scootaround has committed staff to this initiative, and a representative reaches out directly to the user to ensure a smooth delivery. Scootaround or a local delivery affiliate delivers the electric wheelchair to the user's home or requested location, and picks up the device at the agreed-upon time. Payment and booking are all transacted through a link from the Bird app. In addition, Bird meets at least monthly with representatives from the New York City disability advocacy community to get feedback on our offerings and operations. To make individuals with disabilities aware of our offerings, Bird conducted outreach to dozens of organizations and placed ads in local publications.

**General Tips:** Cities should consider accessible options and innovations when developing their shared micromobility programs and evaluating micromobility operators. This is a key priority for Bird, and we know it is for many cities as well.

**Budget:** To ensure that the Accessibility Mobility Program is an accessible program in a broad sense of the word, Bird committed to subsidizing the initiative so that the rentals are available at an accessible price point. Users can rent the wheelchair for five dollars per day, at a cost of thirty dollars per day to Bird.

**Funding:** Private Financing

**Tags:** Service delivery improvement, Cost Savings, Impact on City Economy, Increased tourism

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## Black & Veatch: Vail, Colorado

### Project Description: Vail's Push to Electrify its Bus Fleet

**City Challenge:** For pristine mountain resort towns such as Vail, Colorado, climate change and warming temperatures pose an existential threat to the heavy snowpack on which much of the area's ski tourism economy is based. Intent on cutting emissions that propel climate change, Vail turned to Black & Veatch for consulting and pre-construction services needed to upgrade the town's bus fleet to accommodate the changeover. Already with four electric buses, which are eerily silent and emissions-free, Vail looks to have 33 in its public fleet – an important step toward its sustainability commitment.

**Impact:** Focused on achieving its zero-emission goals, Vail's incremental migration from diesel-powered buses to battery-electric ones required finding the right technological partner and funding help. Championing public transparency, Vail formally sought requests for proposals before choosing Black & Veatch for electrical system upgrades, technology consulting, a microgrid feasibility study, utility coordination, a site survey, and engineering and design services for the installations of the EVDC charging stations. Black & Veatch also provided expertise in environmental compliance, permitting service and construction quality assurance. On the funding front, Vail showed the required patience in proactively securing grants to help defray the cost.



**How-To:** Any sweeping transportation transition requires a roadmap of what's best and doable, with Vail deciding early to focus entirely on buses powered by electricity rather than compressed natural gas. Making it a reality requires systematically addressing key steps; Black & Veatch's design process included schematic conceptual design options for cost and equipment evaluations, allowing Vail to make informed decisions prior to proceeding to design development and the entitlement process. The project's chief components included electrification planning and load modeling, utility service upgrades, future-proofing electrical system design and architectural layout to accommodate new main switchgear, a facility backup generator, a sustainability evaluation for on-site solar and a battery energy storage system, and initial DC charger installation in the depot. Black & Veatch also prepared documents necessary to obtain pricing and all necessary permits for construction, along with providing construction support services and on-site quality assurance.

In hiring Black & Veatch, Vail partnered with a proven leader in high-power electric vehicle charging infrastructure deployment. The first phase of the transition, which began in 2020, included converting the bus maintenance facility and depot to support the first four electric buses to join the fleet, along the way future-proofing the electrical and structural infrastructure to handle additional loads. After testing electric buses from various manufacturers, Vail chose two of its key vendors – GILLIG as the bus supplier, and ChargePoint for the charging stations.

**General Tips:** While electric vehicles have higher base prices than conventional vehicles, they typically cost less to operate and maintain. Transforming mass transit into a cleaner, greener operation isn't easy and costs money, with patiently securing grants essential. Cities looking to replicate Vail's efforts should proceed in steps and consider starting small with a pilot project, testing the electrification waters while allowing fleet managers to acquaint themselves with the technology. Pilot projects enable planners to learn basics of electrification and sort out such things as the charging station's location and the power supplier. Communication between the community or jurisdiction and their utility is vital in determining what power is available.

#### Budget:

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

**Tags:** Innovation, Cost Savings, Environmental Impact, Impact on City Economy, Increased Tourism

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## CGI Digital: 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.

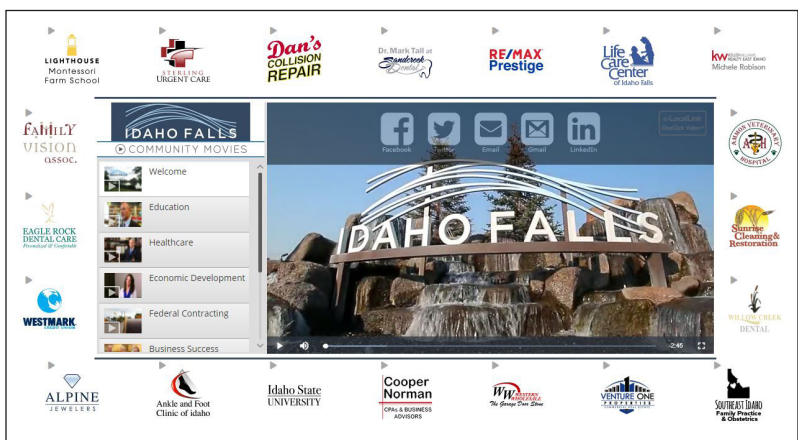
Over the past 30 years, CGI has carried out their mission of helping communities, like Idaho Falls, effectively tell their story. Through its partnership with the United States Conference of Mayors and over 3,000 communities nationwide, CGI has found the power in public-private partnerships in order to effectively market communities.

**City Challenge:** Dana Briggs, Economic Development Director for the City of Idaho Falls, ID 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.”



Video tour interface

**How-To:** CGI Digital 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:

- Have a meeting with the video production team
- Select video topics that best highlight your community
- 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 for municipalities!

**Funding:** Private Financing, Business sponsorships

**Tags:** Innovation, Cost Savings, Increased tourism, Business benefits



Custom video tour link for your city’s official website

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## CityHealth: Louisville, Kentucky

**Project Description:** CityHealth: How Louisville Earned a Gold Medal for Adopting Healthy Policy Solutions

**City Challenge:** Local policy solutions that address the key social determinants of health can have a tremendous impact on people’s lives. CityHealth, an initiative of the de Beaumont Foundation and Kaiser Permanente, works with America’s 75 largest cities to adopt a package of 12 health-related policies that are proven to promote equity and benefit people’s health, well-being, and quality of life. From Complete Streets to Flavored Tobacco Restrictions, these policy solutions were developed with local leaders, public health experts, researchers, and members of the business community to ensure that all people in the nation’s largest cities have access to a safe place to live, a healthy body and mind, and a thriving environment.

CityHealth works with technical assistance and implementation partners to help cities adopt these policies and ensure they work best for their communities and resolve critical health disparities — now and decades down the road. The initiative annually assesses the nation’s 75 largest cities on all 12 policies and awards cities with gold, silver, and bronze medals based on the strength and number of CityHealth’s policies they have in place.

**Impact:** When CityHealth released its first assessment in 2017, Louisville, Kentucky, earned just three individual policy medals — in Smoke-Free, Indoor Air; Food Safety/ Restaurant Grading; and High-Quality, Accessible Pre-K. The city needed at least four individual medals to qualify for an overall bronze medal.

Later that year, Louisville Mayor Greg Fischer announced the appointment of Dr. Sarah Moyer as the city’s new chief health strategist, stating at the time, “Dr. Moyer will provide strong leadership to help realize one of the primary goals of my administration — to make Louisville a much healthier place.”

Dr. Moyer — who previously spearheaded the city’s expansion of their smoke-free ordinance — worked with the city council, other city departments, the business community, and Louisville residents to adopt and implement healthy, equitable policies designed benefit everyone in the city.



CityHealth’s 2.0 Policy Package.

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

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

1. Visit [cityhealth.org](http://cityhealth.org) to learn more about the policies in CityHealth’s policy package and to see your city’s ratings.
2. Reach out to CityHealth’s team with questions about adopting or strengthening any of the policies in CityHealth’s package. The CityHealth team is ready to partner with you and can connect you to our technical assistance and implementation partners if needed. This free service is available to all cities that CityHealth assesses.
3. Utilize CityHealth’s social media and communications resources to share your city’s successes.

Connect with us today at [info@cityhealth.org](mailto:info@cityhealth.org).

**General Tips:** CityHealth is your resource for information, research, data, and sample ordinances to help you adopt healthy policies. You can learn more and access these free resources at [cityhealth.org](http://cityhealth.org).

**Tags:** Public Health



Dr. Sarah Moyer and Mayor Greg Fischer meet with CityHealth’s Kate Conquest and Catherine Patterson.

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## CLEAR: Digital Vaccine Card

**Project Description:** In an effort to reduce COVID-19 transmission while keeping businesses and schools open, in August 2021, San Francisco Mayor London N. Breed and Director of Health Dr. Grant Colfax issued a health order requiring businesses in certain high-contact indoor sectors, such as bars, restaurants, clubs, theaters and entertainment venues, as well as indoor gyms and other fitness establishments, to obtain proof of vaccination from their customers and employees.

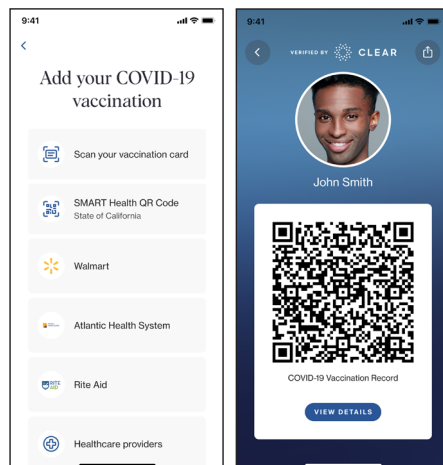
As part of that announcement, CLEAR was named an approved COVID-19 digital vaccine card provider that allowed people to carry their proof of vaccination on their smartphones. Importantly, because CLEAR is a secure identity platform that seamlessly connects users with their COVID-19 health insights, people using the CLEAR digital vaccine card did not have to provide photo identification to validate their vaccination status. Users had many options to generate a digital vaccine card for free on CLEAR’s mobile application, including direct uploads via the State of California’s SMART Health QR code, select health care providers and pharmacies, and through a manual input of a user’s CDC card information.

**City Challenge:** The COVID-19 pandemic had a devastating impact on San Francisco’s leisure and hospitality industry. Local leaders’ swift action to mitigate the spread of COVID-19 saved many lives, but there were also negative economic impacts associated with shutting down so many businesses. During the pandemic, San Francisco’s unemployment rate shot up to 13.5% in April 2020 from 3.9% the month before, and more than 140,000 jobs were lost in the leisure and hospitality industries during that time.

By the time the vaccine mandate went into effect in August 2021, the unemployment rate had fallen to 5%, but employment in the leisure and hospitality industries was still down more than 54,000 jobs. Allowing indoor dining, entertainment venues and gyms to resume business – albeit with a requirement to check customers’ vaccine status – supported additional economic recovery in these industries, while still protecting public health. By naming CLEAR’s digital vaccine card an acceptable form of vaccine verification, the City of San Francisco provided customers a convenient, free way to validate their COVID-19 vaccination status while protecting their personal privacy.

**Impact:** People using CLEAR’s digital vaccine card were able to get back to what they love doing without having to take a flimsy CDC card or driver’s license out of their wallets – therefore keeping their date of birth, home address, and other personal health information private. And, because CLEAR’s digital vaccine card – as well as our location-specific screening product, HealthPass – was securely linked to a customer’s verified identity, businesses could have confidence in its authenticity, get people where they wanted to go as seamlessly as possible, and ultimately focus their resources on the event, service or business their guests came to enjoy. Because CLEAR was an accepted form of vaccine verification, businesses large and small could rely on our COVID-19 solutions, giving them flexible and accessible options to do business in a way that supported the health of their patrons and employees.

By the time the vaccine mandate ended in March 2022, the unemployment rate in San Francisco had dropped to 2.5% and employment in the leisure and hospitality industries had grown by an additional 3,000 jobs.



CLEAR Find Your Vaccine CLEAR Digital Vaccine Card

**How-To:** CLEAR’s mission is to create frictionless experiences, and we’re proud to partner with local governments to help them deliver the same outstanding constituent service experience we provide our members at expedited security lanes in more than 40 airports around the country.

CLEAR’s partnership with the City of San Francisco was part of our “Come Back Better” initiative to help businesses and organizations safely keep going by helping them find the right digital vaccine verification solution to help protect the health and safety of their customers, employees and communities.

CLEAR’s digital vaccine card first became available on our free mobile application in May 2021; in June, California gave residents the opportunity to download a digital version of their COVID-19 vaccine record, which CLEAR’s app was immediately able to accept.

Given CLEAR’s presence at all three of the Bay Area’s major international airports, as well as our partnerships with a number of organizations and venues in the region – including the Bill Graham Civic Auditorium, the San Francisco Chamber of Commerce, the San Francisco Symphony and the Golden State Warriors – CLEAR proactively reached out to local officials to increase awareness of the free digital vaccine card feature.

Upon learning that the City of San Francisco intended to require proof of vaccination for entry to certain indoor businesses and all large indoor events, CLEAR conducted direct outreach to ensure our digital vaccine card would be an officially accepted form of vaccine verification that did not require separate identity verification with a driver’s license.

**General Tips:** CLEAR’s digital vaccine card and Health Pass product were used by hundreds of small businesses, venues, and government entities to help create safer environments. But these digital COVID-19 solutions are just an example of how we’re working to unlock experiences in a seamless way.

Demand for convenience and frictionless experiences has only grown in the wake of COVID-19.

CLEAR’s virtual queuing product, RESERVE Powered by CLEAR, is a fully configurable, customizable tool that takes the hassle out of waiting for government services by allowing people to easily reserve a spot in line ahead of time. RESERVE builds on CLEAR’s experience reducing the stress of air travel and empowers constituents with more control of their time, so they can spend it doing what they love.

RESERVE has been used by municipal governments and airports in Los Angeles, CA; Seattle, WA; Phoenix, AZ; Orlando, FL; Newark, NJ; Providence, RI; Irving, TX; and Lincoln, NE.

**Budget:** There were no costs for consumers or for municipalities to use CLEAR’s digital vaccine card. All costs to develop and deploy the digital vaccine card were incurred by CLEAR.

**Funding:** Private Financing

**Tags:** Innovation, Impact on City Economy, Increased tourism, COVID recovery

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## Comcast: Lift Zones

**Project Description:** The COVID-19 crisis has put many low-income students at risk of being left behind and has accelerated the need for comprehensive digital equity and Internet adoption programs to support them. FCC Commissioner Jessica Rosenworcel coined the term “homework gap” to refer to the effects of digital inequities on low-income students. Today, the homework gap has widened into the education gap.

As digital inequities have been exacerbated by the global pandemic, low-income students have suffered the most. They are less likely to have access to Internet at home or a device, nor do they have the digital skills needed to navigate the requirements of distance learning.

Lift Zones are designed to help those students who, for a variety of reasons, including homelessness and housing insecurity, are unable to participate in distance learning at home. The idea for Lift Zones originated with city leaders who sought partnership from Comcast to address these urgent issues. This initiative provides free WiFi connectivity in community centers across the country for anyone to use, including students, adults, seniors, and veterans. Lift Zones are designed to complement our acclaimed Internet Essentials program by providing a continuum of connectivity in and out of home.

**City Challenge:** The pandemic highlighted digital equity gaps that disproportionately impact low-income, minority, and housing insecure students who need stable, high-speed connectivity to engage in remote learning. Lift Zones provide students the opportunity to connect to high-speed Internet in community centers across the country. By using a Comcast Business WiFi technology solution, Comcast has helped thousands of low-income students stay connected to their teachers and their schoolwork. Lift Zones not only provide free WiFi for students, but many of our partners also provide access to laptops and computers, as well as technical support for those who need help logging in to remote education platforms and videoconferencing services. By working together with trusted nonprofits in local communities, this collaborative, community-based effort has helped thousands of students and families during a very challenging period.

**Impact:** In 2021, we estimate Lift Zones across the country enabled students to complete more than 25 million hours of homework and remote learning. As schools and workplaces have reopened, Lift Zones are still being used for students to do homework, for adults to connect to workforce training, for seniors to access telehealth, and more. Surveys show roughly 50% of visitors use the Lift Zone as their main source of Internet access. More than 90% of Lift Zone site directors surveyed agree that Lift Zones are beneficial for the community and organization, and they help students succeed in school. Comcast’s Lift Zone initiative has been widely recognized across the industry as a successful public-private partnership driving change. This program won SXSW’s 2022 People’s Choice Award and received two honorable mentions in the Education and Pandemic Response categories from Fast Company’s 2022 World Changing Ideas Awards.



**How-To:** Comcast worked with trusted city leaders, nonprofits, and community organizations at a grassroots, hyperlocal level to identify areas of need.

**General Tips:** Lift Zones are an out-of-home complement to Internet Essentials, the nation’s largest and most successful private-sector low-income broadband adoption program. Since launching in 2011, Internet Essentials has connected a cumulative total of more than 10 million low-income people to the Internet at home, most for the very first time. Comcast is also a participant in the federal government’s Affordable Connectivity Program. The ACP provides eligible low-income households a credit up to \$30 a month toward the cost of Internet service (\$75 per month for households on qualifying Tribal lands). Customers who qualify can apply ACP credits to any tier of Xfinity Internet as well as Internet Essentials.

**Budget:** Comcast’s Lift Zones are part of Project UP, our comprehensive initiative to advance digital equity and help build a future of unlimited possibilities. With this \$1 billion commitment, we plan to reach tens of millions of people by connecting them to the Internet and advancing their economic mobility.

**Funding:** Private Financing

**Tags:** Innovation, Cost Savings, Impact on City Economy, Business benefits, Education



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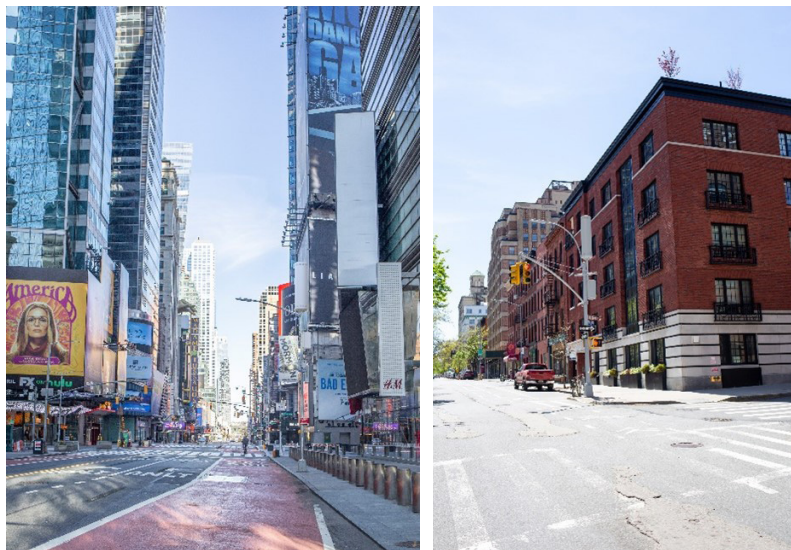
## Crown Castle: Crown Castle is Connecting New Yorkers to Faster, More Reliable Internet Through Collaboration and Multi-Tenant Pole Design

**Project Description:** In February 2020, Crown Castle partnered with New York City to expand high-quality communications infrastructure across the five boroughs by designing a multi-tenant pole. The pole design allows a sleek single piece of infrastructure to house multiple wireless carriers' equipment, reducing the aesthetic impact to local communities. Crown Castle's collaboration with municipal officials and local representatives accelerated the delivery of high-quality connectivity to more New Yorkers.

**City Challenge:** Like many communities during the pandemic, residents of New York City were struggling to receive high-quality connectivity as they transitioned to working from home. Crown Castle worked with the New York City Department of Information Technology and Telecommunications (DOITT) and service carriers to agree to a multi-tenant pole design that would be deployed faster and with minimal disruption to New Yorkers. New York City and Crown Castle had to work together to balance the need for new infrastructure and improved wireless coverage and capacity while maintaining the aesthetic integrity of New York's neighborhoods.

**Impact:** The collaboration between New York City and Crown Castle has been successful, resulting in more wireless broadband availability for residents in New York City's five boroughs. The multi-tenant pole design also:

- Accelerates delivery of high-quality connectivity to residents by deploying the agreed upon multi-tenant pole design across the five boroughs and using the same construction process Crown Castle developed with municipal officials and carriers.
- Reduces the infrastructure footprint in New York City neighborhoods, which minimizes the impact aesthetically to the local communities.
- Meets future connectivity needs by ensuring the pole design is compatible with 5G wireless infrastructure, giving wireless service providers confidence that they can use this pole design in the future.



**How-To:** New York City and Crown Castle worked together to improve connectivity and minimize the aesthetic impact to neighborhoods by doing the following:

1. Created a coalition of New York City franchisees to develop a node pole design that allowed optimization of carrier networks throughout New York City.
2. Worked with New York City agencies, including the Department of Transportation, the Department of Information Technology and Telecommunications and the Department of Buildings to help streamline deployment of the multi-tenant pole design across the five boroughs.
3. Built community support among business, civic and thought leaders in New York City to ensure the pole design was compatible with the community's needs.

**General Tips:** We live in a world where high-quality connectivity is no longer a luxury, it is an absolute necessity. Communities and telecommunications service providers need to work together to foster public and private collaboration and strong partnerships that ensure the necessary infrastructure is deployed in a safe and timely manner.

Communities can accomplish this by:

1. Working with providers to effectively deploy communications infrastructure that strikes a balance between meeting the aesthetic, safety and regulatory requirements of the community and the technical needs of service providers.
2. Partnering with a trusted communications infrastructure business with a track record of working hand-in-hand with municipalities to deliver custom connectivity solutions
3. Establishing a flexible, collaborative framework that acknowledges the provider's subject matter expertise and is receptive to alternative design solutions, as opposed to being overly prescriptive.

**Budget:** Private financing, no cost to New York City

**Funding:** Private Financing

**Tags:** Impact on City Economy

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## GoDaddy: How Venture Forward connected Gilbert, AZ to its 35,000+ microbusinesses and informed the creation of the #GilbertTogether COVID-19 business recovery program

**Project Description:** In 2019, Venture Forward met with the Mayor of Gilbert and the economic development team to share a new way of looking at the local economy and supporting entrepreneurs: through the lens of microbusinesses.

Microbusinesses, typically with less than 10 employees, are often too new or too small to appear in traditional government statistics. However they've been found to directly affect the strength of local economies by increasing household median incomes, helping create wage jobs, and decreasing unemployment rates. GoDaddy's Venture Forward began in 2018 to quantify the impact these entrepreneurs have on their local economies, and to help better understand their demographics and needs.

Gilbert, AZ had already experienced a lot of success attracting and growing large corporate businesses, but knew that there was more they could be doing to support small businesses. They were excited to learn more about the 35,000 microbusinesses in Gilbert, or 17.2 for every 100 residents (national average is 3.2), making it one of the most microbusiness-dense communities in the U.S. They wanted to know: how do we better support these entrepreneurs? This led to the first of its kind customized microbusiness survey launched in February 2020 and mutual commitment to uncovering the unique needs.

**City Challenge:** While the subsequent Gilbert based survey uncovered key areas where Gilbert could do more to help microbusiness ventures thrive, fast forward to March 2020, and the conversation in Gilbert shifted to how to help these microbusinesses survive. Gilbert had to update its approach and objective, and because of the partnership with GoDaddy's Venture Forward research initiative, Gilbert had a baseline of data to articulate what businesses needed before the pandemic. Utilizing the same questions, Gilbert surveyed businesses during the pandemic and identified that their key areas of need had shifted. Based on this information, the #GilbertTogether Business Recovery Program was created to provide relief, recovery, and resiliency resources to the Gilbert business community.

**Impact:** The #GilbertTogether Recovery Program made a significant impact on local businesses, and improved the ability to serve the community in a targeted manner. The data-driven recommendations presented to the Town Council Subcommittee led to the September 2020 approval of a three-phase #GilbertTogether Recovery Program. Executed into 2022, the impact is clear:

- A total of 457 relief grants were awarded, totaling just over \$9.7M. Most applicants employed less than 25 people. At the time of application, these businesses employed a combined total of over 5,700 people.
- A total of 89 leads came into Desert Financial Credit Union for recovery loans. Ultimately, 27 businesses submitted applications for loans, with 12 applicants receiving funding totaling \$340K. Half of the approved loans were between \$20,000 – \$30,000.
- Resiliency assistance was provided through the Gilbert HUUB, Local First Arizona, and Maricopa Community Colleges.
- The HUUB has nearly 400 platform users, with 58 businesses receiving 500+ hours of technical assistance, and 9 businesses completing the level-up incubator program.
- Local First delivered 30+ business webinars and ~1,000 hours of 1:1 business coaching.

### How-To:

1. GoDaddy engaged with Gilbert, AZ to share their research data on the activity and impacts of microbusinesses in the community down to the zip code.
2. Gilbert partnered with GoDaddy on a community-specific survey to better understand the needs of Gilbert-based microbusinesses and entrepreneurs captured in the greater data.
3. Using the survey results as a baseline, Gilbert used the same questions to survey the larger business community a few months later during the pandemic to understand if needs had shifted and to gain more insight into how to approach serving these entrepreneurs.
4. The results were compiled, analyzed, and leveraged for a data-informed plan that was called the #GilbertTogether Business Recovery Program. Thanks to the robust analysis, the plan was quickly approved and able to start being executed through the application of funds allocated from the CARES act and general purpose town funds.

**Budget:** GoDaddy Venture Forward covers all of the costs associated with capturing the microbusiness activity of a community and deploying and analyzing survey results. At the end of Fiscal Year 2022, \$10.7M will have been invested to support businesses through the #GilbertTogether Business Recovery Programs.

**Funding:** General Purpose City Funds, CARES Act

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



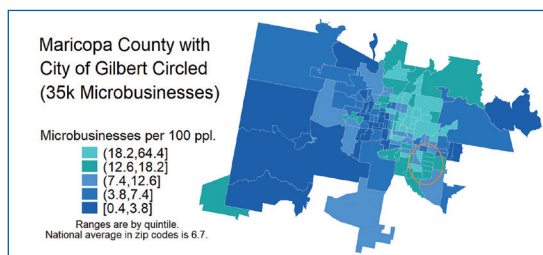
Gilbert's Big Focus on Its Microbusinesses

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City of Gilbert Map:  
Highlighting The High  
Microbusiness Concentration

## Grubhub: Fighting Food Insecurity with Food Bank For New York City

**Project Description:** Since the beginning of the COVID-19 pandemic, the Grubhub Community Fund (GCF) has doubled down on its work to fight food insecurity and get meals into the hands of New Yorkers in need. Throughout 2020 and 2021, Grubhub committed half a million dollars to Food Bank For New York City, the city's largest hunger-relief organization, which also receives funding from the City of New York.

Food Bank was founded by leaders of the city's pioneering soup kitchens and food pantries, in 1983, with a mission to help lower-income New Yorkers achieve greater independence. Food Bank has provided more than one billion meals for New Yorkers and continues to organize food, information, and support for community survival, empowerment and dignity.

Grubhub's support for Food Bank For New York City is used to purchase food that is distributed across all five boroughs. Over the next three years, the Grubhub Community Fund intends to provide an additional \$1.6 million in support and will offer Food Bank For New York City access to its technology platform and network of meal delivery drivers.

**City Challenge:** The onset of COVID-19 sent 1.8 million food-insecure New Yorkers in search of help as businesses shuttered, leading to lost jobs, wages, and schools. Amid the "new normal," the number of people turning to the Food Bank's emergency food network increased by 50 percent, just as approximately 40 percent of food pantries and soup kitchens closed citywide.

And today, while many businesses and schools have reopened their doors, New York City is still years away from a full economic recovery from the pandemic. Nearly one in every four New Yorkers continues to experience food insecurity.

Grubhub's support has helped Food Bank for New York City ramp up operations and identify new ways to keep meals flowing throughout the pandemic and recovery. Funding helped the Food Bank organize pop-up distribution sites in communities across all five boroughs, including at New York City Housing Authority sites and iconic locations like the Barclays Center, Yankee Stadium, Lincoln Center, Snug Harbor Cultural Center & Botanical Garden and the New York Hall of Science.

**Impact:** To date, Grubhub's support has helped Food Bank For New York City provide more than 2.5 million meals for New Yorkers experiencing food insecurity.



**How-To:** The Grubhub Community Fund was the anchor sponsor for Food Bank For New York City during Hunger Action Month, in September of both 2020 and 2021. Grubhub remained in constant contact with FBNYC and made Grubhub employees readily available to volunteer at food distribution sites throughout the five boroughs. Grubhub also worked cross-functionally among organizations and teams to coordinate announcements and alerts to targeted districts and demographics. Ultimately, the goal was to get the word out to the most food-insecure areas and ensure New Yorkers were aware of pop-up distribution sites.

**Budget:** \$500,000 over 2020 and 2021, with another \$1.6 million expected from 2022 through 2024.

**Funding:** Private Financing

**Tags:** Food Insecurity



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## Hilco Redevelopment Partners: Philadelphia

**Project Description:** Creating jobs – and career paths – for South and Southwest Philly students

**City Challenge:** Hilco Redevelopment Partners (HRP) solves a key problem many cities face by cleaning up and reimagining shuttered industrial sites, transforming them into engines for the local economy, environment, and community.

Take South and Southwest Philadelphia, where HRP will create 19,000 permanent jobs through their 15-year redevelopment of a former oil refinery into The Bellwether District, a 1300-acre state-of-the-art facility. Most local students didn't have an educational path that would qualify them for those future jobs, so HRP created one.

HRP designed the Philadelphia Career-Connected Learning (CCL) program in partnership with the School District of Philadelphia and the City of Philadelphia's Commerce Department. CCL builds a career pipeline with programs for 8th-12th graders, the first and only of its kind in the city. Through CCL, HRP works to both train students and remove the many systemic barriers students face when trying to enter the buildings trades union.

The program builds on the holistic approach HRP applies to all its projects. Community, economic, and environmental sustainability drive every redevelopment project HRP takes on.

**Impact:** The students CCL recruits can face literacy and math issues, along with a lack of wraparound services normally provided at home.

Knowing this, HRP worked directly with schools, unions, youth groups and city officials to make the program as effective as possible.

What happens outside of the classroom is just as important. HRP discovered some students couldn't afford the bus fare, sometimes having to choose between buying a TransPass to ride the public transportation system or buying dinner. In response, HRP immediately instated monthly transit passes for all students, ensuring every participant had the ability to attend training without putting a financial strain on them.

"This project is the first of its kind, so we're editing live," said Jasmine Sessoms, SVP of HRP's Corporate Affairs and South Philly native.

"Connecting students from South and Southwest Philly to opportunities they would have never had before makes everything that has gone into sculpting the program more than worth it."

**How-To:** HRP designed this innovative program with the school system and city officials. Because they needed to create a long-term career pipeline – their Philadelphia redevelopment project, The Bellwether District, will span 15 years – strategic planning was key. Because the Career Connected Learning (CCL) system in Philadelphia is the first of its kind, the team also needed to adapt as challenges and opportunities appeared.

For cities hoping to create a similar program, HRP recommends the following.

- 1. Identify your pipeline.** HRP needed to determine how to build a pipeline in an efficient and effective way to match what the demand will be when the project is underway.
- 2. Identify your partners.** Working together with community leaders is a critical part of any HRP program, and CCL was no exception. HRP's partners helped identify needs, roles, and desired skills for current and future work.
- 3. Build time to bring all stakeholders to the table.** HRP hosted bi-monthly meetings with the schools, and city officials. These conversations weren't always easy, but they proved an essential step in getting the students what they needed to succeed.
- 4. Be ready to pivot.** When you do something that's never been done before, you can only plan so much. When problems cropped up – like sporadic attendance – HRP quickly identified the issue and found a fix.
- 5. Learn from past projects.** HRP partnered with the Hispanic American Construction Industry Association to develop a training program for Hispanic youth at one of their projects in Chicago. This work provided a roadmap to prepare students and residents for later apprenticeships.

**General Tips:** Many career pipeline programs require students to sign a contract, agreeing to work for a program sponsor once a job is available. CCL does not do this, allowing students access to opportunity and flexibility along the way.

"I want you to be trained for the best opportunity, not the best opportunity for HRP," says Jasmine Sessoms, SVP of HRP's Corporate Affairs and South Philly native. "Especially for black and brown students, it's essential we keep their options open."

**Tags:** Impact on City Economy, Jobs Created, Equity, Job Training

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## IEM: Leveraging Industry to Recoup COVID-19 Federal Disaster Funding

**Project Description:** IEM is supporting the City of Chicago through the Federal Emergency Management Agency (FEMA) Public Assistance disaster recovery process regarding COVID-19 activities, expenses, and project initiatives. IEM successfully reviewed vendors' activities for eligibility and compliance while streamlining the process for submitting these costs to FEMA for reimbursement at 100% federal share. Direct coordination involves Chicago Department of Public Health, Chicago, Public Schools, Chicago's Office of Emergency Management and Communications, various project managers and other personnel throughout the City involved with vaccinations, testing, Emergency Operations Center and response activities, logistics and PPE procurement and stockpiling, and all other eligible Public Assistance initiatives. IEM worked directly with the Illinois Emergency Management Agency (IEMA) and FEMA stakeholders to ensure projects are reviewed and processed in a timely manner and supports the City of Chicago with substantiating pandemic-related expenses and advocating for timely reimbursement on their behalf.

**City Challenge:** The financial reimbursement process following federally declared disasters is complicated and requires an in-depth understanding of federal, state, and municipal regulations, codes, authorities, and programmatic guidelines. The financial recovery following COVID-19 was further complicated due to several federal funding sources and the desire to optimize the use of federal funding. For municipalities that do not have routine experience with the FEMA Public Assistance program, it can be challenging to build and maintain this capability and retain personnel who have robust experience in the process. Prior to the COVID-19 pandemic, Chicago's last federal disaster declaration was 10 years earlier for severe winter storms in January 2011. These gaps make it challenging to maintain proficiency in disaster recovery reimbursement. IEM's partnership with Chicago served as a force-multiplier and aided in the thoroughness and speed of the federal disaster reimbursement.

**Impact:** IEM's Public Assistance and Disaster Recovery experts maximized the funding Chicago is tracking for FEMA PA reimbursement and has, to date, obligated more than \$95 million for the City. IEM coordinated with IEMA staff directly to request reimbursements and, to date, the City has received more than \$80 million back in their budget from FEMA PA funding. With IEM's coordination, Chicago has a fully developed grants tracking and reconciliation process that ensures all projects are kept organized, accurate, up-to-date, FEMA-compliant, and ready for close-out and potential audits. and ensures all funding is close-out ready, including that all documents are retained in a FEMA-compliant manner.

IEM's detailed analysis of COVID-19 activities, support costs, operations, and vendors' services led to a successful public assistance grant funding process, and minimized FEMA's determinations for ineligibility to less than 1% of all costs submitted by the City. IEM continues to support Chicago's recovery through the disaster incident period and leaves the City better prepared to access Federal funds for future events.

**How-To:** Managing consulting projects, particularly for disaster recovery projects, is unique and different compared to project management for engineering or construction work. Effective project management is a pillar of a strong and successful relationship. IEM continually analyzes and refines our corporate processes through lessons learned and multiple feedback loops in project implementation, so that all our clients benefit. The hallmark of our approach is understanding the essential underlying goal—what needs to be done—and then choosing the optimal mix of People, Processes, and Technology to accomplish it effectively and efficiently. With the right combination of People, Processes, and Technology, IEM follows the step-by-step process for FEMA Public Assistance Project Formulation to maximize the outcomes for our clients. An overview of the disaster reimbursement process includes the following:

- Exploratory and informational calls with eligible applicants such as the City of Chicago, various operating departments, and private non-profit partners,
- Conducting a preliminary damage assessment to develop an inventory of disaster-related expenses,
- Recovery scoping meetings to develop a comprehensive strategy,
- Data collection of photos, invoices, payroll records, and other relevant background and supporting information,
- Project formulation and development of FEMA Project Worksheets,
- Special consideration of mitigation, insurance, and environmental and historical preservation factors, and
- Quality control and assurance practices prior to submission to FEMA.

**General Tips:** In addition to IEM's experience with the FEMA Public Assistance Program, IEM's leadership team and subject matter experts support jurisdictions with a wide variety of federal grant programs include U.S. Housing and Urban Development Community Development Block Grants (CDBG), Coronavirus Relief Funds, American Rescue Plan Act (ARPA), mitigation grant programs, and the new Infrastructure Investment and Jobs Act (IIJA). A firm such as IEM brings sophisticated program management, grants management experience, best practices and lessons learned from other jurisdictions, and comprehensive, outcome-based solutions.

**Budget:** \$750,000 (contract value, not necessarily actual expenses)

**Funding:** Federal Grants

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

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## IKE Smart City: IKE Smart City: Improving Access to Informational Wayfinding Kiosks in Partnership with the National Federation of the Blind

**Project Description:** The City of Berkeley selected IKE as their wayfinding kiosk of choice in 2019. IKE is an advanced digital kiosk that activates the pedestrian experience and drives discovery, mobility, and equity. IKE Smart City (ISC) worked closely with Visit Berkeley, local BIDs, and included the input of disability advocates to configure IKE to meet their diverse needs. This collaboration led to ISC’s partnership with the National Federation of the Blind (NFB) and Blind Users Innovating and Leading Design team (BUILD). ISC optimized access to IKE for low-vision and blind users with a new kiosk-to-mobile handoff solution that is now live in Berkeley and offered in 14 other IKE markets. Anil Lewis, Executive Director of Blindness Initiatives at NFB, said, “We are confident that the decision to incorporate the mobile hand-off modifications is the best solution to make the IKE kiosk accessible to blind and low-vision users. IKE Smart City, through the active engagement of blind and low-vision users and expanded interaction with other relevant experts, has used what we feel is an exemplary process in the design, development, and implementation of your kiosk technology.”

**City Challenge:** While commonly used non-visual hardware solutions found on transactional kiosks such as ATMs and ticketing stations are limited, IKE digital kiosks are located on city sidewalks and provide dynamic wayfinding and community content through interactive touchscreens and an engaging suite of applications. Recognizing that a “one-size-fits-all” approach would not maximize IKE’s benefits for low-vision and blind pedestrians in urban environments, ISC invested in learning more about the needs of these end users. Working with the NFB at their Center of Excellence in Nonvisual Accessibility (CENA), ISC discovered that using the familiar accessibility features on their mobile devices is the easiest and most intuitive way for low-vision and blind pedestrians to navigate city streets and access information in the right-of-way. These insights, along with input from executives at LightHouse for the Blind and Visually Impaired in California, informed the development of IKE’s new kiosk-to-mobile handoff solution. The IKE Product and Software teams continue to work on an additional solution for users without access to a mobile device.

**Impact:** ISC added a new braille plaque to the spine of each IKE kiosk. The plaque instructs low-vision and blind users to scan a QR code with the camera of their mobile device. This step auto-directs to a mobile IKE application that provides access to the same interface and content offered on the kiosks. The mobile experience follows WCAG guidelines and uses tools like Talkback and Voiceover, as well as other third-party mobile solutions, to facilitate easy interaction with IKE’s content. This new contactless solution complements the high-contrast and large-text modes already available on kiosk screens, allowing IKE to best serve users with varying levels of sight. Providing equal access to IKE for all residents and visitors contributes to the City’s placemaking efforts and furthers ISC’s mission of pioneering smart city technology to improve lives in cities. In addition, the framework of this solution allows IKE’s in-house Product and Software teams to continuously leverage evolving accessibility innovations by technology companies such as Apple to quickly accommodate real-time feature requests and enhancements from the blind and low-vision community.



IKE Braille Plaque with QR Code to Mobile Application

**How-To:** After ISC and the NFB BUILD team thoroughly discussed the potential of a mobile hand-off solution, both organizations determined it was an effective and innovative option to explore. IKE’s Product and Software teams then conducted twenty-one user sessions over a six-week period to better understand 1) how blind and low-vision pedestrians experience unfamiliar or new environments, 2) the most common tools and resources they use, and 3) how mobile devices fit into their lives. As part of the exercise, IKE’s prototype was examined by several BUILD team members using the Think Aloud method (Nielsen Normal Group, Thinking Aloud Usability Tool), a physical kiosk plaque and personal mobile device(s). Each participant evaluated the prototype independently, and noted frustrations, delights, and surprises. The learnings from each session were used to refine the prototype solution during subsequent sessions until the conclusion of the study. This research yielded valuable results, validating our planned approach and providing a recommendation that ISC publish information about the kiosks on the correct forums to make members of the blind and low-vision communities aware of IKE’s presence in each new market. With these insights in mind, the IKE Product team finalized the build of our best-in-class software accessibility solution, seamlessly merging braille, QR codes, and mobile devices to provide an exceptional digital experience in the most intuitive and effective way. In addition to working with the NFB, the IKE team also met with executives at LightHouse for the Blind and Visually Impaired in California to identify solution enhancements before launch. Subsequently, the IKE Product team was honored to be invited to participate in a panel at the NFB’s Smart Cities Summit held on January 28, 2021.

**General Tips:** IKE Smart City’s partnership with the National Federation of the Blind is an example of how our vertically integrated Product and Software teams are working to pioneer cutting-edge technologies. The new contactless wayfinding solution is designed to scale as IKE networks grow and the flexibility of the build allows for the integration of new features as technology continues to evolve. Investing in user studies with participants representing varying levels of vision loss and technological experience prior to development ensured IKE would deliver an exceptional kiosk experience customized to suit the varying needs of the blind and low-vision community.

**Budget:** IKE is delivered and operated by IKE Smart City at no cost to the City or taxpayers. ISC covers the cost of all aspects of the program, including design, manufacturing, installation, content management and integration, ongoing maintenance, and media sales. The kiosks generate an ongoing stream of media revenues that are shared with the City.

**Funding:** Private Financing

**Tags:** Service delivery improvement, Innovation, Impact on City Economy

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## International Association of Plumbing and Mechanical Officials (IAPMO): Hayneville, AL

### Project Description: Alabama Community Plumbing Challenge

**City Challenge:** This part of Alabama is one of the most economically disadvantaged areas in the country. Due to its rural nature and clay-like soil, traditional wastewater solutions are not feasible. Soil conditions in the area cause traditional septic systems to fail and create unsanitary cesspools around resident's homes. IAPMO's charitable foundation, International Water, Sanitation and Hygiene Foundation (IWSH), including a public-private partnership of IWSH, several local unions of the United Association of Plumbers and Steamfitters, Black Belt Unincorporated Wastewater Program, the corporations LIXIL, FujiClean USA and Ferguson Supply, the American Society of Plumbing Engineers and consultation from the Governor's Office to locally elected officials. This project was focused on the inadequate sewer systems in and around Hayneville, Alabama. In several cases, discharge from resident's plumbing systems was flowing directly into their yards, creating health hazards. This situation is so dire that it has been reported on nationally televised news programs. In the project, safety concerns were corrected and leaks in plumbing drains and defective faucets were repaired or replaced entirely.

**Impact:** The Alabama Community Plumbing Challenge took place in March 2022. During this time, the following plumbing system improvements were made to five homes in order to increase efficiency and protect public health and safety:

- Verified proper function of all plumbing system components
- Replaced trapped and obstructed Temperature Pressure Relief Valve drain
- Replaced kitchen and bathroom faucets
- Replaced toilet with high efficiency, comfort height, elongated bowl model
- Replaced shower heads
- Rebuilt tub & shower valves-hot, cold & diverter
- New engineered waste disposal system was installed in place of failed septic tank
- Failed HVAC systems were replaced



Septic Tank Installation

**How-To:** IWSH fully complies with and adheres to local regulations. A scoping visit is conducted to determine the specific plumbing issues to address and to establish specific parameters to define the project. From that, five homes were selected to receive new plumbing systems as part of this pilot project. Out of state volunteers obtained Alabama Master Plumber licenses in the state in order to oversee the project. This was met with the full approval of the Alabama Plumbers and Gas Fitters Examining Board. A "Town Hall Meeting" was convened at the courthouse in Hayneville where approximately sixty residents were in attendance, as well as several local media outlets, to capture the proceedings. A question-and-answer period for interested homeowners/occupants followed, allowing the project's leaders to correct misunderstandings about the project: over 100 homeowners came forward in the following days to request applications.

**General Tips:** Any IWSH project is met with a certain amount of hesitancy by homeowners who are unfamiliar with those who volunteer to make improvements to plumbing and mechanical systems in their homes. Once the homeowners observe the genuine interest in resolving these longstanding challenges, their skepticism turns to gratitude for those who have come to their aid. The same is true for the volunteers who may not have participated in similar projects in the past and are apprehensive about joining the effort. Once engaged and observing that their skills change people's lives, they have a personal connection with those persons whose lives they have changed.

**Budget:** \$30,000 which does not include contributions of fixtures from the corporations listed above.

**Funding:** Private Financing, Foundations and Philanthropy

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



IWSH Volunteers with two homeowners

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## Keolis: Launching the Arrow Shuttle: Connecting People in Need to Resources They Need

**Project Description:** In July 2021, Keolis joined the City of Las Vegas to launch “The Arrow,” a free shuttle that connects those experiencing homelessness with essential services at each stop along the way. The Arrow shuttle provides access to resources such as food, emergency shelter, healthcare, as well as job training and counseling services. Each day, the Arrow begins and ends at the same place: the Courtyard Homeless Resource Center. Along the way, the Arrow makes stops at the Las Vegas Rescue Mission, Clark County Social Services, Southwest Medical, Southern Nevada Health District, Nevada Behavioral Support Center, Social Security Administration, Foundation for an Independent Tomorrow, Division of Welfare, and the Salvation Army.

**City Challenge:** Las Vegas is a 24-7 operation; there is no downtime. Large events are happening constantly and you have to remain vigilant and prepared for just about anything. We have grown accustomed to this fast pace through our strong partnership with the Regional Transportation Commission of Southern Nevada (RTC/SNV). However, like many other large urban areas, Las Vegas has a significant unhoused population. Public infrastructure must be in place to access basic needs like food and shelter so people can get to that next step and be able to gather documentation and pursue a job that will ultimately provide a better footing in life and a more secure place in the community. The Arrow provides a direct, dedicated connection to every critical need on a daily basis.

**Impact:** Our frontline workers really embraced this opportunity and we quickly found employees interested in operating this service. Homelessness is highly visible in Las Vegas, so being able to play an active role in providing support to improve their situation is something that naturally excites our Keolis team. In addition to seeing encouraging ridership data, we have fielded really compelling stories about the impact of this project from our operators. One young man was traveling to and from a career counseling location, and our operator noticed. She knew we were hiring a navigator for the shuttle, and suggested he apply to that position. He was hired, and more than that, she even helped him find a stable place to live! More and more people are experiencing homelessness and if this service can help lift up our residents and even potentially be a model for other cities to follow, then it will be well worth the time, effort, and resources.



**How-To:** Approximately two and a half years ago, Keolis met with the City in an effort to build a pipeline between the homeless community and potential employment opportunities. Through these conversations we quickly identified a barrier that made it exceedingly difficult for these vulnerable individuals to qualify for jobs. When you're experiencing homelessness, access to basic but important items that job-seekers need, such as birth certificates and copy/print stations, is limited. So, we hit the pause button and decided to focus on bridging this gap. The City began considering a circulator service to provide the homeless with free transportation access to a range of desperately needed services. The project was competitively bid, and based on the strength of our application and reputation within the community, Keolis was awarded the contract and we're beyond thrilled to be operating this service. Building out the structure necessary for the shuttle posed a logistical challenge and required committed resources. Determining the appropriate routes, business platforms, and size and scope specifics were other important parts of the implementation process. Broader community support cannot be overlooked, either. We would not have been able to perform this service without support from our partner, RTC/SNV.

**Budget:** 500,000\*

**Tags:** Service delivery improvement, Innovation, Community support



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# Kiewit Corporation: Terminal 2 Concourse Demolition and Apron Reconstruction

**Project Description:** How do you move history? In 1960, City of Phoenix leaders invited artists to submit concepts for what would be the first piece of city-commissioned public art. The public voted Paul Coze’s mural, “The Phoenix,” as their favorite design which debuted in 1962. The art incorporates 52 different materials such as oil paint, aluminum sheeting, mosaic, and sand gathered from around Arizona, all of which are affixed to a canvas backing attached to a wall. In early 2020, Terminal 2 at Phoenix Sky Harbor International Airport was closed and decommissioned for demolition, which is where the mural resided. “The Phoenix,” now considered to be an historical piece of artwork, represents Phoenix’s past, present, and future. The art remained hanging on the walls in Terminal 2 until demolition when it was moved to the Rental Car Center.

When working with a piece of history that is invaluable to the community, collaboration is critical. The City of Phoenix recognized that the most collaborative approach to moving the mural would be through a Construction Manager at Risk (CMAR) delivery model, where every stakeholder could be at the table from day one to orchestrate this momentous, high-profile event.

**City Challenge:** As a pioneer in CMAR project delivery, the City of Phoenix set out to achieve operational excellence with the community at the top of mind. Knowing coordination could be the biggest challenge in moving the mural, the City partnered with Kiewit to execute the move in stages. With three panels measuring 25 feet by 16 feet, the first stage was to remove the wall behind the mural at Terminal 2 and install a steel support structure to lower the panels onto a flatbed trailer. Stage two was to reinstall the mural in its new location in the Rental Car Center, which would not take place for several months. For the interim, the panels were stored in a climate-monitored airport hangar.

CMAR method allowed Kiewit to integrate as one team with the City, designer, and multiple airport stakeholders to develop the most efficient solutions. This resulted in higher design quality, maximized innovation, schedule optimization, and cost certainty for the City.

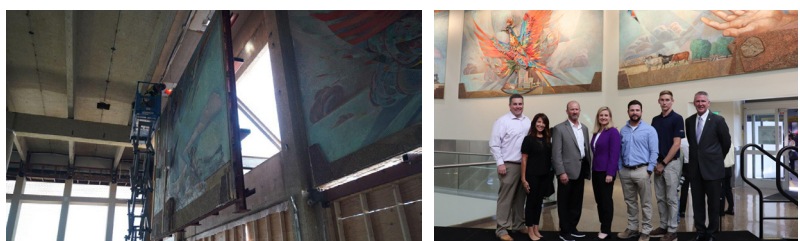
**Impact:** Delivering a project of this nature with the utmost care and precision through the CMAR model demonstrates the City’s understanding of the artwork’s significance and its importance to the community.

“The history represented in this mural—from the imagery of Hohokam symbols, modern tribes, and Latino heritage to mining and technology depictions—speaks to each one of us,” Phoenix Mayor Kate Gallego said. “We are all represented in this work of art.”

The new location for this iconic piece of artwork is now even more visible for travelers to enjoy.

Councilwoman Betty Guardado, District 5 explained “Paul Coze’s mural highlights the rich diversity of our city. At its new location, visitors will not only see the history of the city, but also a reflection of the resiliency of the men and women that make Phoenix what it is today.”

Councilwoman Yassamin Ansari, District 7 agreed, “Paul Coze’s mural has depicted Phoenix’s rich and diverse history and landscape to travelers and residents for nearly 60 years. I am thrilled that visitors to our great city will continue to experience this important piece of art.”



**How-To:** Flexibility is crucial to ensuring project owners select the right design and construction teams to help them achieve their project goals with an appropriate allocation of roles and responsibilities to all parties. At the same time, owners should remain aware that a project’s delivery method is a significant factor considered by design and construction firms when pursuit planning and can influence which firms dedicate resources to bid on their project.

Factors to consider when choosing a delivery method include preference for when designers, constructors, and third parties become engaged in the project lifecycle, and, once they do, what their responsibilities will be and how they will interface with one another and the owner. These preferences will depend on the unique needs of each individual project. For example, a large, long-term project with significant amounts of risk would do well to consider more collaborative models; in comparison, smaller, simpler contracts commonly procured by owners would benefit from more traditional procurement models.

The pipeline of projects will be at generational highs over the next 10 years with city officials focused on how to deliver faster, smarter, and with transparency—two qualities prominent in alternative delivery models such as CMAR. These models foster a collaborative environment in which project partners create solutions together. Solutions that address risk and promote innovation to deliver complex projects on schedule and on budget with the certainty taxpayers can see.

**General Tips:** Aspects of CMAR delivery leading to earlier cost certainty include:

- Common goals, collaboration, and transparency among all parties
- Contractor/designer coordination
- Environment for innovation
- Risk mitigation through team analysis
- Iterative estimating
- Speed to delivery
- Third-party interaction
- Subcontractor engagement

**Budget:** \$47,795,000 (total contract amount which included demolition of the terminal/concourse and construction of a new aircraft apron)

**Funding:** Federal grants, State grants

**Additional Investment:** Additional funding for this project came from FAA to support the CMAR implementation of the project.

**Tags:** Innovation, Cost savings

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## Landed, Inc: Washington, DC

**Project Description:** Landed: A Groundbreaking Program Strengthening Metro Areas by Helping Essential Professionals Become Homeowners

**City Challenge:** Landed’s mission is to help essential professionals in government, education, and healthcare build financial security in the communities they serve. Currently partnered with over 300 major employers, hospitals, and universities across the U.S., Landed’s homebuying program delivers access to funding and resources on the path to homeownership. Financial tools include a shared appreciation down payment program that co-invests to help homebuyers reach a 20% down payment.

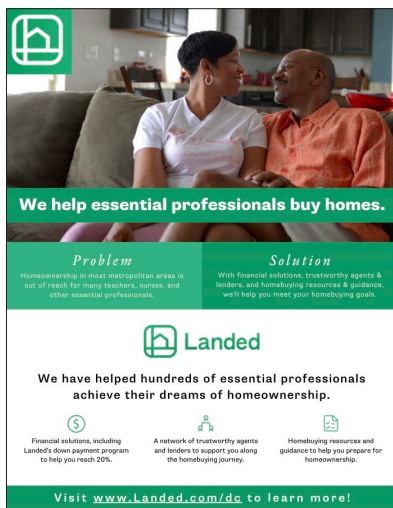
Landed partnered with the office of the Washington, DC Deputy Mayor of Education in 2019 to provide a comprehensive, homebuying support program for DC Public Schools. Following the success of a 2019 pilot launch in the spring of 2021, the Mayor’s Office expanded the Landed partnership to include all city employees.

Washington, DC Mayor Muriel Bowser said that employees “...should live in the city they serve. Over the past decade, our community has made big investments in attracting and retaining high-quality teachers for students across the District. This partnership with Landed will build on those efforts and ensure that DC continues to be an attractive and rewarding place for our educators to live and work.”

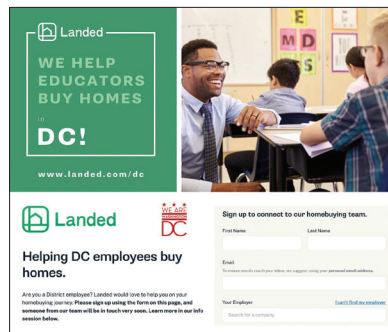
**Impact:** The government of Washington, DC employs more than 36,000 essential professionals. At the same time, the area is consistently ranked as one of the most high-cost metropolitan areas for housing in the United States. Despite earning a steady income in stable fields, many deserving employees simply can’t save the necessary 20% for a traditional down payment.

The inability to live in the same communities they serve creates fundamental challenges to attracting and retaining valuable talent. At the beginning of the pilot program with DC Public Schools, only 44% of public school educators in Washington, DC, lived in the district.

“The reality of homeownership is that it remains the greatest opportunity for multigenerational wealth building, but the dream of homeownership is out of reach for too many,” said John Falcicchio, Deputy Mayor for Planning and Economic Development. “Landed has connected District Government employees with previously unattainable access to capital that matches their down payment to maximize purchase power and enhance their family’s trajectory for their lifetime and beyond.”



Landed Essential Professionals Flyer



Landed | Washington, DC Custom Landing Page

**How-To:** Landed’s fee-free down payment funding isn’t a loan and doesn’t charge monthly interest. As co-investors, Landed shares in the long-term success of homeownership with each employee, including the gain (or loss) when the homeowner chooses to sell, refinance, or end their partnership. This is how it works:

- Landed provided customized content for Washington, DC, to build awareness of the partnership and invite employees to learn more. Content included an outbound email and information for their FrontDoor page to reach their broad employee base.
- Washington, DC, and Landed collaborated closely on a press release issued by the city, including a quote from Mayor Bowser.
- Landed built a customized, co-branded microsite for potential homebuyers to learn more about the program and sign up quickly.
- Landed held a series of live informational events at schools and offices throughout the district for essential professionals and their partners. Note: these sessions are now available virtually.
- Interested homebuyers signed up online at landed.com and chose to either chat directly with a live Landed representative for a walk-through of the process or learn more through the self-onboarding portal.
- After that, Landed helped homebuyers assemble their personal homebuying team, including a real estate agent, mortgage lender, and a Landed homebuying expert. All of them guided them on the path to finding and buying their dream home.

**General Tips:** Through our partnership with Washington, DC, and over 300 major employers, hospitals, and universities across the United States Landed learned that our homebuying program delivers access to funding, resources, and guidance for every step on the path to homeownership. Offering financial tools, including a shared appreciation down payment program that co-invests to help homebuyers reach a 20% (or higher) down payment so essential workers can afford a home in high-cost metro areas, was an innovative approach to an ongoing crisis.

**Funding:** Private Financing

**Tags:** Innovation, Cost Savings, Impact on City Economy, Business Benefits, Housing, Recruitment and Retention

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## Lyft, Inc.: Lyft-WMATA-Capital Bikeshare Partnership

### Project Description:

<https://www.wmata.com/service/bikes/CapitalBikeshareOffer.cfm>

In the DC metro region, the local transit agency WMATA, the District Department of Transportation (DDOT), and Lyft teamed up to create a first of its kind partnership to co-promote the use of Capital Bikeshare and WMATA's Metrorail and Metrobus as complimentary travel modes for getting around the region.

The program, which launched in October 2021, offers Metro riders who sign up to virtually pay their Metro fare ten free 45-minute Capital Bikeshare classic bike rides. The free bikeshare rides are made available to Metro passengers who purchase a virtual SmarTrip card or transfer their plastic SmarTrip card to mobile pay on Android, iPhone or Apple Watch. The offer is also available to Metro riders who already have virtual payment.

The 10 free Capital Bikeshare rides are valid for 30 days, offering participants a "taste" of a Capital Bikeshare membership. At the end of the 30 days, participants have the option to purchase an annual Capital Bikeshare membership.

The promotion was created for residents of the Capital Bikeshare member jurisdictions, which includes the District, Alexandria and Falls Church, and Arlington, Fairfax, Montgomery and Prince George's counties. Riders can opt in to the program on the Metro website's partnership landing page after creating a Capital Bikeshare or Lyft account. Rides are free on classic (pedal) bikes while ebikes are available for an additional fee. So far hundreds of region residents have participated in the program, and many participants have elected to purchase a membership following the free trial.

Capital Bikeshare is owned by the 7 participating Member Jurisdictions and operated by Lyft. Lyft facilitated this opportunity from a partnership and product vantage, leveraging our existing relationship with WMATA via the After Hours Commuter Service Program to establish a partnership on behalf of Capital Bikeshare, something the Member Jurisdictions had been wanting to do for years. We were able to make this co-promotion possible by utilizing an existing Lyft product, Lyft Pass, which allows Lyft to drop Capital Bikeshare rides directly into participants' accounts and has enabled Lyft to partner across private and public organizations and deliver streamlined technical solutions to long-desired goals.

**City Challenge:** WMATA has a goal to transition riders away from physical SmarTrip® cards to streamline and expedite user experience on Metrorail, Metrobus, and in stations by using a phone to pay fares. The agency has been promoting virtual pay as a "contactless way to pay" that is safer and more convenient in the covid era since its launch in Fall 2021. The virtual cards work when phones are held within a few inches from fare readers. Riders don't need to touch card readers or vending machines. Additionally, Lyft and Capital Bikeshare saw an opportunity to support this goal by offering users an incentive, while at the same time exposing transit riders to bikeshare as a complementary mode to transit. Given that this program launched during the 2nd year of COVID, at a time when Metro ridership was down, riders were looking for additional mobility options, especially single-occupancy, open-air modes. The Member Jurisdictions and Lyft sought to introduce riders to Bikeshare as a better alternative than switching to a single-occupancy vehicle during this time, as well as a viable first- and last-mile connection for any Metro trip.

**How-To:** The three parties sought to build a small-scale partnership as an initial proof point for future collaboration. From the beginning it was established that no dollars would exchange hands, simplifying legal agreements and allowing the partners to build something quickly without the traditional blockers involved with public-private contracting and payments.

**Budget:** \$0 – We did not have any budget to create this partnership. All resources / contributions were in-kind.

**Tags:** Innovation, Environmental Impact, Impact on City Economy, Improved point-to-point transportation access

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## Mark43: Keeping Residents & First Responders Well

**Project Description:** Hawthorne, CA, was a new customer of Mark43 when California announced its first case of COVID-19 in January 2020.

As COVID spread and the state announced a stay-at-home order, Hawthorne struggled to track which first responders were exposed to or experiencing symptoms of COVID, and the city was unable to make informed decisions around resource allocation.

Hawthorne also wanted to ensure responders in the field were at low risk of spreading COVID to the community but couldn't easily sort through city data.

Like many cities, Hawthorne tracked first responder wellness through a spreadsheet, but the amount of data made the process cumbersome and subject to error.

Mark43 has experience partnering with cities to create easy-to-use software solutions to overcome challenges. When cities like Hawthorne shared their documentation challenges with Mark43, we saw an opportunity to help cities by modifying existing technology.

Hawthorne was one of the first cities to start using Mark43's Pandemic Preparedness Package. The city worked with Mark43 to define the remote software implementation process, verify remote documentation requirements, and test the effectiveness of the software.

**City Challenge:** First responders don't have the luxury of working remotely, temporarily suspending operations, or reducing availability.

Throughout the pandemic and today, first responders are:

- Being exposed to COVID
- Isolating from others
- Testing positive
- Experiencing short- and long-term symptoms
- Being hospitalized
- Dying from COVID complications

Like many US cities, Hawthorne had four areas of concern around first responder wellness and pandemic documentation.

1) How can the city allocate fluctuating resources and maintain the health of its first responders? 2) How can the city effectively document responder exposure and infection status for reporting to governing authorities? 3) How can the city preserve data for future use, including death or disability benefits, reference in a future pandemic, and documentation for future resource allocations? 4) How can the city provide public safety services with responders at low risk of carrying COVID?

The project addressed all of Hawthorne's challenges by providing the ability to track responder exposures and isolations to make informed decisions, run reports, and store data for prosperity.

**Impact:** The city of Hawthorne protects its citizens from COVID by actively tracking the exposure, isolation, and confirmed cases of COVID among its first responders.

Hawthorne now has a complete picture of COVID's historical and current impact on personnel. An interactive Mark43 data dashboard highlights recent potential exposures, the effect on staffing, and the number of days until a responder expects to return to work. Hawthorne can adjust resources between assignments and shifts in real-time to meet the needs of their community and keep their responders safe.

By leveraging this real-time information, the city of Hawthorne is able to stretch its existing workforce despite increased calls for service and decreased resources throughout the COVID pandemic.

Hawthorne's first responders continued to respond to calls for service, and the city provided the necessary public safety resources to continue meeting the community's safety needs.

Hawthorne also now has a single source of data for historical reference. Through this technology implementation, the city is now equipped with critical data for the unknown long-term documentation needs from COVID.

**How-To:** Mark43 had regular customer check-in calls with customers before the pandemic, and throughout the pandemic, there were ongoing discussions of the challenges public safety agencies and the communities they are sworn to serve face. Mark43 saw an opportunity to help Hawthorne and other cities overcome the documentation and tracking challenges they were facing by modifying an existing piece of software — Mark43 RMS.

Mark43 created the Pandemic Preparedness Package — a cloud-native records management system (RMS) where cities could track COVID exposures, positive tests, and quarantines of first responders. The software came with built-in report templates so leadership could quickly see shift availability, responders in isolation, location of on-the-job exposures, and more.

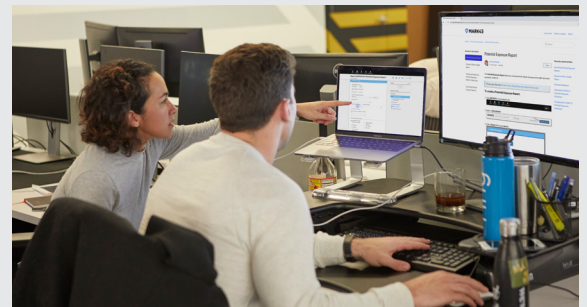
Mark43 loaded the new software onto Hawthorne's cloud environment, and the system was immediately available for use by authorized users. Notably, since Hawthorne was already using other Mark43 tenants, there was trust established in the confidentiality and security.

Led by Dr. Nakagawa, Medical Director for the police department, Hawthorne immediately began filling out forms and loading data into the system. The implementation was seamless since the user experience matched the interface of the other Mark43 technology used by the city.

While COVID continues to threaten the availability of city services, Hawthorne continues to use the system to adjust to COVID's challenges.

**Funding:** Private Financing, Public Safety Budget

**Tags:** Service delivery improvement, Reduced community spread



Two Mark43 team members collaborate on documentation for the Pandemic Preparedness Package

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## Mastercard: Driving Better Public Health & Safety Outcomes: St. Louis 911 Diversion Program

**Project Description:** The intersection of mental health and law enforcement has always been complex, but several high-profile police shootings of people in the throes of a mental crisis, have led American cities like St. Louis to find new ways to deliver help. The urgency to address this problem peaked in 2020, following the deaths of unarmed Black people, including George Floyd and Daniel Prude, while they were in police custody. In response, St. Louis designed an initiative to connect people with the resources they need, keep them out of jail or emergency rooms when possible, and rebuild a sense of trust between law enforcement officers and those they serve.

The St. Louis program is led in partnership by Wilford Pinkney Jr., a 20-year veteran of the New York City Police Department who came to St. Louis in 2018 to work on bail reform, and Behavioral Health Response, the city's non-profit 911 Call Diversion crisis provider. Pinkney's work in bringing people together across law enforcement, the courts and substance abuse and mental health agencies led to the pilot of the Crisis Response Unit (CRU), which, via Mastercard's relationship with Behavioral Health Response, utilizes Mastercard's Test & Learn® platform. People running the program use this software to analyze data from Behavioral Health Response and police on incidents they've responded to so they can see if the pilot is working.

**City Challenge:** Resulting from the COVID pandemic, St. Louis's Police Department was flooded with more mental and behavioral health calls than ever. Most of these calls required EMS or police officer dispatch in response, but because these capabilities aren't best suited for mental and behavioral health crises, individuals weren't receiving sufficient care, evidenced by a high call-back rate from the same individuals. Simultaneously, the department's dispatch center and response capabilities struggled with depleted resources and competing public safety priorities.

In response, the city launched the 911 Diversion program in February 2021. This program enables St. Louis 911 dispatchers to route non-violent mental and behavioral health calls to crisis counselors at Behavioral Health Response, the city's nonprofit 911 Call Diversion crisis provider, which works to divert callers experiencing a crisis and provide follow-up care. Additionally, the 911 Diversion program also have a Crisis Response Unit, by which clinicians ride with the St. Louis Metropolitan police officers to de-escalate, stabilize, and divert individuals from jail and/or the hospital to more proper services within the community.

**Impact:** So far, insights provided by Mastercard's Test & Learn software to Behavioral Health Response and shared with the City of St. Louis are evidencing to elected officials who fund the Program that it's delivering on its promise to help people in crisis, while reducing the need and the cost of police response. In the first year of the program, the CRU responded to nearly 5,000 cases. For most calls, the clinician could resolve the case on-scene, saving the police department well over 2,000 work hours and saving the city an estimated \$2.2million in 2021.

Through the 911 Diversion Program — in which calls determined to be mental health in nature are routed to crisis counselors — 4 out of 5 cases are resolved on the line without requiring police or EMS, saving 900 police and ambulance dispatches and \$400,000 in 2021.

“Most of what you know or believe is anecdotal,” says Mr. Pinkney. “Now we have the data that tells us about the engagement, the outcomes and our ability to handle it. ... It lets us know what we learned about the follow-up and how we're able to prevent repeat engagements. We know there are more calls that we could divert.”

### How-To:

Mastercard Test & Learn team works with Cities, Community-Based Organizations, and key stakeholders to help decision makers deploy the right interventions that result in the greatest social and economic impact. To do that we work across multiple stakeholders to:

1. Identify Key Policy Initiatives & Challenges (either future or historical)
2. Identify success metrics / target outcomes and determine which datasets inform these KPIs
3. Identify the Interventions/Policies that have been implemented or under consideration
4. Conduct analysis, share insights, and co-develop actionable recommendations

Once the teams align on the scope, Mastercard data experts and social impact experts work alongside key stakeholders to ingest the identified key data points into Mastercard proprietary software to run control vs test experiments. This process is applied to help determine the incremental impact of the applicable intervention(s).

**Budget:** Budgets vary based on the scope of work and type of solution. Contact Mastercard for more information for a tailored scope and budget estimate.

**Funding:** Private Financing, Foundations and Philanthropy, Municipal Bonds, Federal Tax Credits, Federal Grants, State Grants, General Purpose City Funds

**Tags:** Service delivery improvement, Innovation, Cost Savings, Impact on community healthcare and economy, reduction in violent police encounters, reduction in number of incarcerated people, law enforcement labor savings, time & community savings

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## McDonald's Corporation: McDonald's feeds and fosters community by partnering with state and local health department to provide vaccine and booster access to all

**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, and its franchisees, collectively employ 800,000 people across 14,000 restaurants in the U.S. Throughout the pandemic, McDonald's restaurants provided crucial support for first responders, offering "Thank You" meals, and transforming our restaurants 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 have hosted over 300 of vaccination clinics in 2021 and 2022, stepping up when rates increased and ensuring greater access to boosters in cities across the nation. In early 2022, as the Omicron variant continued to raise infection rates throughout the nation, the state of New Hampshire was enduring particularly acute transmission/infection rates. McDonald's New Hampshire partnered with the New Hampshire Department of Public Health to hosts "pop up" clinics in restaurants throughout the state for residents and employees. In Manchester, New Hampshire, McDonald's Owner/Operator Michael Gambino partnered with Mayor Joyce Craig to host a vaccination clinic in the largest city in New Hampshire. Mayor Craig shared, "it's great to see local businesses joining our community-wide efforts to help bring an end to this pandemic". With the help of Mayor Craig, we were able to publicize the event to ensure that those who wanted to get vaccinated had a convenient place to do so.

**Impact:** At McDonald's, we believe there is a difference between being in a community and being part of one. As COVID-19 rates continued to fluctuate, particularly in big cities and during the winter months, partnerships with state and local health departments and Mayors helped ensure McDonald's crew and customers were able to easily access vaccines.



Manchester Mayor Joyce Craig greets a customer at a McDonald's "pop" up vaccination clinic.

**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 to serving as vaccination "pop up" clinics.

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 the local 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:** Public health

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## Mobility Capital Finance, Inc. (“MoCaFi”): Los Angeles, California

### Project Description: ANGELENO CONNECT

**City Challenge:** MoCaFi partnered with the City of Los Angeles to launch Angeleno Connect, a multifunctional digital platform used to disburse financial assistance directly to residents while offering free financial services to the unbanked community.

The Angeleno Connect Immediate Response Card is used by the City to efficiently deliver emergency assistance to residents through numerous city programs. This powerful tool has been used to distribute funds for the largest pilot demonstration of guaranteed income in the United States, BIG:LEAP, which aims to confront poverty by providing 3,000 individuals with \$1,000 each month for 12 months. It has also allowed Angelenos to receive cash aid immediately for food (Grocery Initiative for Vital Emergency Needs), emergency rental assistance (ERAP), COVID relief and other critical needs. These programs help ensure economic stability and autonomy for Angelenos.

The second product, Angeleno Connect Debit Mastercard, financially empowers unbanked communities by providing them with access to a fee-free, mobile banking account platform that offers wealth empowerment tools such as credit building and educational resources.

**Impact:** Los Angeles has the 3rd highest population of unbanked individuals in the nation. Nearly 1 in 5 neighborhoods do not have a bank branch, leaving more than 500,000 Angelenos unbanked, particularly those in low- to moderate-income households. Systemic inequities like this were further exacerbated by COVID-19. For example, most of these unbanked individuals were unable to fully take advantage of their federal stimulus checks because delivery of checks were severely delayed and high fees were charged when cashed at alternative financial services locations. Overall, these vulnerable individuals struggled even further because they did not have access to products that could provide financial security.

As the City of LA rebuilt its economy, they sought a financial product that could quickly disburse funds to those in need. MoCaFi stepped up to the challenge by creating Angeleno Connect, an innovative digital platform which serves as a model for how cities nationwide can connect with their hard-to-reach communities. MoCaFi worked with the City not only to disburse funds for its different programs, but also to connect individuals to financial service tools that can open up opportunities.



Mayor Eric Garcetti addresses the crowd at the Angeleno Connect launch event in Leimert Park.



MoCaFi partnered with Mastercard & LA Community College District to host a financial literacy fair.

**How-To:** At the height of COVID-19, cities all over the world struggled to find the best method to provide direct aid to their struggling communities. Highlighted by the federal stimulus policy, checks no longer felt as a secure, quick option for unbanked individuals due to mail delays and high check-cashing fees. Therefore, those most in need were not receiving the help they needed.

Los Angeles Mayor Eric Garcetti called for a plan to create a form of digital interaction that could provide aid to these vulnerable communities who required an improvement in accessibility and convenience. He launched a financial assistance program which would provide direct aid to residents. This initial program saw great success as the city recognized a large number of individuals who were willing to come into the financial mainstream. Therefore, the city sought to prolong the program and opened up a second phase. Outbidding other competitors, MoCaFi partnered with the city of LA to disburse funds for this program through our multifunctional digital platform. The basis of our model for the City of Los Angeles (and others) was:

1. Convenience: Residents would be able to receive funds at no cost through a prepaid card that was provided to them. No fees would be charged to purchase or withdraw funds.
2. Accessibility: Besides receiving a physical card, residents also had access to a digital card through the mobile app platform, allowing for instant digital delivery of cash assistance. Residents could also use the mobile app to manage their account, viewing their account balance, monitoring their transaction history, and seeking customer support. In a world where the pace of change is happening rapidly – even more so because of the digital economy – it is critically important that those living in banking deserts – lacking access to mainstream financial services products and services – have access to high-quality, low-cost digital products that are readily available and accessible.

**General Tips:** Our platform sought to meet the needs of not only the city of LA, but also those individuals with no access to financial products. Taking such challenges in mind, Angeleno Connect was rolled out by:

1. Building trust in communities by partnering with Community Based Organizations. MoCaFi worked with FamilySource Centers to distribute the Angeleno Connect IRC. This was implemented to make residents feel more comfortable and secure with familiar places within their communities.
2. The City of Los Angeles absorbed all program fees. This allows residents to have full access to the mobile banking platform, without the added burden of high fees. We want to ensure that residents can use every dollar for their own needs.
3. Incorporate other financial services. Besides providing a debit card, residents can also use the platform to access financial empowerment content and pay their bills electronically. Our ultimate goal is to encourage residents to transfer to our full banking account.

**Budget:** We are open to discussing the associated budget for this city project.

**Funding:** Foundations and Philanthropy, Federal Grants, General Purpose City Funds

**Additional Investment:** Yes, we received additional support from corporate and philanthropic partners.

**Tags:** Service Delivery Improvement, Innovation, Cost Savings, Impact on City Economy, Financial Inclusion, Housing Security

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## Motorola Solutions: How Citizens and Law Enforcement Are Making Yonkers Safer Together With a Technology Ecosystem That Enhances Collaboration and Transparency

**Project Description:** For the City of Yonkers, NY Police Department, the safety of their 200,000+ residents is their top priority, as is the confidence and trust of the community in their policing efforts. Understanding the important role that both the public and technology play in community safety, Yonkers PD sought a technology platform that could help them strengthen the bond with their community and improve transparency, while simultaneously enhancing their public safety operations to reduce crime and improve overall safety. They partnered with Motorola Solutions to implement an integrated mission-critical technology ecosystem consisting of a real time crime center, cloud-based software, body-worn cameras and fixed video security with advanced analytics. This ecosystem connected their existing, and previously siloed, systems.

With an integrated technology ecosystem, Yonkers PD is able to better collect and share data across systems to understand what is happening across the city and improve community collaboration and safety. Powerful analytics tools also help them identify and focus on the small subset of the population driving the majority of crime in the community.

**City Challenge:** Disparate Technology Systems: Over time, Yonkers PD had assembled a mix of technology systems and platforms that weren't fully integrated, which was costing the department time and resources. Officers were taking hours to file reports, while dispatchers were having to switch between multiple workstations for key information.

**Outdated Technology:** Yonkers PD knows that building stronger community relationships starts with instilling trust through increased information sharing. They needed to find ways to easily and quickly share information about officers' interactions with residents through video and other tools.

**Manual Information Management:** Yonkers PD maintains low crime rates, due in part, to their practice of precision policing - a model which focuses on the small percentage of people who are driving the majority of crimes. By capturing and analyzing large data sets, Yonkers PD can focus on those involved in repeat criminal activity, develop evidence to help identify and locate those responsible, and assist in their prosecutions. Without integrated tools, department analysts were forced to spend hours manually transferring and importing information from various systems.

**Impact:** Greater Efficiencies Bolster Community Engagement: With fully integrated, standardized systems, everything from data collection to dispatching has now become much faster and more efficient. Body-worn camera footage can be uploaded quickly for future use. Data is entered once and it is available everywhere, almost immediately. Yonkers PD now has a central way to take in and disseminate information, which means officers in the field spend less time filing manual reports, and more time engaging with the community.

**Increasing Transparency Fosters Resident Relationships:** Yonkers PD is now able to achieve a greater level of transparency through the use of multiple camera systems, a community portal and anonymous tipping applications. This creates a two-way communication vehicle for citizens and law enforcement. It also helps capture video footage of police work.

**Optimizing Precision Policing, Reduces Recidivism:** In leveraging new data collection and analysis capabilities, Yonkers PD can build cases to convict repeat offenders. Personnel can now combine and analyze information from a variety of sources more efficiently to identify trends easier and close cases faster.



City of Yonkers police officers engaging with citizen

**How-To:** This multi-phase project was initiated in October 2020 with a pilot project focused on the use of body-worn cameras for a select group of Yonkers police officers. This pilot was aimed to address the needs of the department and the city, which were to enhance the police department's transparency and accountability with Yonkers residents. After the conclusion of the pilot project, the request for proposal went out to vendors, and ultimately Motorola Solutions was awarded the contract.

Discussions between Motorola Solutions and Yonkers PD initially centered around the body-worn pilot, but they expanded to include conversations around the use of other technologies that could enhance and streamline everyday workflows. An accumulation of various technologies over the years created data silos that were disparate, disconnected and costly to maintain. Motorola Solutions representatives worked closely with Yonkers officials to understand the challenges they faced with data integration, records storage/retrieval and information analysis. City officials needed to leverage previous technology investments and seamlessly integrate them with new technology tools to maintain city costs.

Yonkers PD was achieving significant success in crime reduction, and the introduction of Motorola Solutions' public safety solutions helped them continue to build on those successes. Members of the Motorola Solutions' Public Safety Team worked in close collaboration with city officials to help design a state-of-the-art public safety ecosystem that would seamlessly integrate video and data, and also be cost-efficient. The new technology tools have allowed the city to link and integrate their existing data systems with new public safety solutions, creating a cohesive seamless ecosystem. Once fully implemented, Yonkers' PD new public safety end-to-end solution will provide enhanced workflows, further meet their precision policing strategy goals and increase transparency and community engagement.

**Tags:** Community Safety and Overall Crime Reduction



City of Yonkers police officer protecting community

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## National Forum for Heart Disease & Stroke Prevention: Move with the Mayor™ (MWTM) Vaccination Initiative

**Project Description:** Mayors use the Move with the Mayor™ (MWTM) Vaccination Initiative to encourage COVID-19, flu, and routine adult immunizations among their residents to reduce the harmful impact of these illnesses on people and economic and civic activity.

The National Forum for Heart Disease & Stroke Prevention (National Forum), with CDC's support, invites mayors to use the new MWTM Vaccination Initiative to strengthen community resilience and reduce disruptions from potential outbreaks. The National Forum provides resources to make it easier for mayors to lead their communities safely through fast-moving changes in health policy, guidelines, and attitudes.

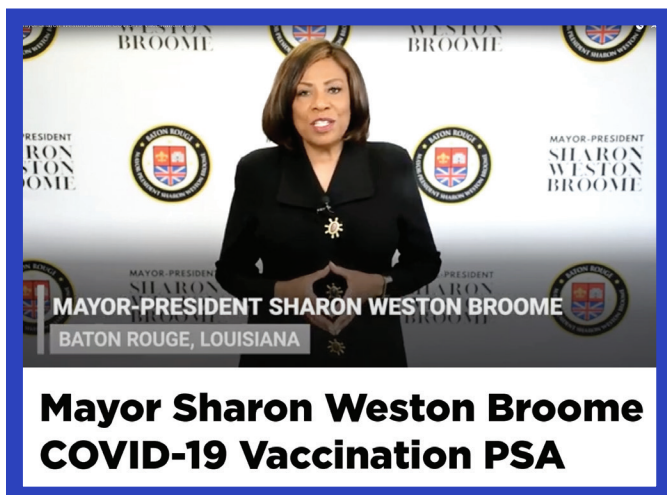
Mayors use MWTM resources to empower community members to protect themselves and their loved ones and maintain their livelihoods and activities. The National Forum provides technical assistance to create video PSAs, using language that is effective with the public to increase receptivity to vaccines for COVID-19, flu, and routine adult immunizations.

**City Challenge:** Many people fell behind or put off vaccinations in the last two years, putting them at risk of missing work, spreading illness, or worse. Mayors recognize that getting vaccinated makes people and communities stronger.

**Impact:** The MWTM Vaccination Initiative provides resources to help mayors lead by example. By linking with MWTM, mayors across the nation join in leading Americans to better heart health by encouraging routine adult vaccinations and a healthy lifestyle. More than 25 mayors are participating in the initiative, such as Mayors Rodney Craig (Hanover Park, IL), Ken Miyagishima (Las Cruces, NM), Christina Muryn (Findlay, OH), Levar Stoney (Richmond, VA), and Sharon Weston Broome (Baton Rouge, LA).

Benefits of participating in the MWTM Vaccination Initiative:

- Scientific, medically sound messages using language that has been shown to resonate with people who are not yet vaccinated for COVID-19.
- Professional production of your video PSAs.
- Social and traditional media support.
- Strategies to increase receptivity to vaccines.
- Free technical assistance.
- Guidance and communications tools including sample scripts.



Mayor- President Sharon Weston Broome's (Baton Rouge, LA) COVID-19 PSA.

**How-To:** How To: Implementation is easy:

- City assigns staff person to work with National Forum as MWTM liaison.
- Mayor records 15-second and 30-second videos using guidance and sample scripts supplied by the National Forum. Any type of digital video recording device—phone, tablet, computer, or camera may be used.
- The National Forum produces the PSA and sends it for Mayor's approval.
- The National Forum provides sample social media messages for Mayor's use.
- Your finished video will include a call-to-action for community members to contact your local health department for information.

This initiative is supported by Grant or Cooperative Agreement Number 5NU38OT000286-04, funded by the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention or the Department of Health and Human Services.

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

**Funding:** Federal Grants

**Tags:** Health & Well-Being, Community Resilience



Mayor Christina Muryn, leading by example, getting her COVID-19 vaccination.

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## PepsiCo: PepsiCo Partners with Water Replenishment District of Southern California to Help Protect the State's Basins

**Project Description:** In January 2022, PepsiCo Beverages North America (PBNA) announced a \$1.5 million grant to the Water Replenishment District of Southern California (WRD), the largest groundwater agency in the state of California, to help manage and protect local groundwater resources to more than four million residents.

The grant will help replenish the San Gabriel Watershed and the Central and West Coast groundwater basins, improve drought resiliency and pilot WRD's first inland injection well for utilization of in-ground storage.

The partnership is critical for the overall advancement of pep+ (PepsiCo Positive) Net Water Positive ambition to reduce absolute water use and replenish 100% of water used back into the local watershed.

**City Challenge:** PepsiCo set a water goal to replenish more than 100% of water used back into local high-risk watersheds by 2030.

**Impact:** Partnering with the Water Replenishment District of Southern California helps enable long-term, sustainable water security for 4 million residents in nearby communities who depend on an accessible and reliable supply of clean, safe water. When complete, the project will store an average of 325,851 gallons of water per year for municipal and indirect use, drought resiliency and mitigation.

**How-To:** The partnership between the Water Replenishment District of Southern California (WRD) and PepsiCo is one of many efforts to reach our net water positive goal. PepsiCo has set a water goal to Replenish 100% of the water we use in manufacturing operations in high water-risk areas by 2030. PepsiCo North America (PBNA) is contributing to this goal by supporting a groundwater recharge project in Los Angeles County, California. PBNA operates four plants that have a material connection to the project through local water supplies.

Technical experts, non-government organizations, and community outreach specialists helped identify WRD as a potential partner in a high-water-risk manufacturing area— all while prioritizing the needs of local stakeholders, economies, and ecosystems. WRD's project aligned with PepsiCo's timeline and long-term strategy.

PepsiCo and WRD broke ground on this first-of-its-kind project in May of 2022.

**Budget:** \$1.5 Million USD provided by PepsiCo

**Funding:** Private Financing

**Tags:** Environmental Impact, Water Sustainability



Check presentation at the Albert Robles Center for Water Recycling and Environmental Learning



PepsiCo's Erica Edwards at the Water Replenishment District's Learning Center

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## Rubicon: Denton, Texas

**Project Description:** Rubicon: City of Denton, Texas Digitizes Solid Waste Routes in Hours Instead of Weeks

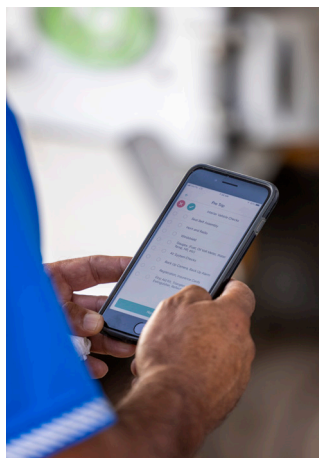
**City Challenge:** The City of Denton, Texas provides a blueprint of what is possible when technology companies partner with forward-looking cities that are committed to continuous improvement and a better quality of life for their residents.

Cities today are required to do more with less. Proactive cities are relying on public-private partnerships and new technology solutions to help realize the power of more efficient, effective, and equitable public services. Working alongside the City of Denton, Texas, Rubicon implemented a complete digitization of the City's waste and recycling routes in a matter of hours instead of weeks.

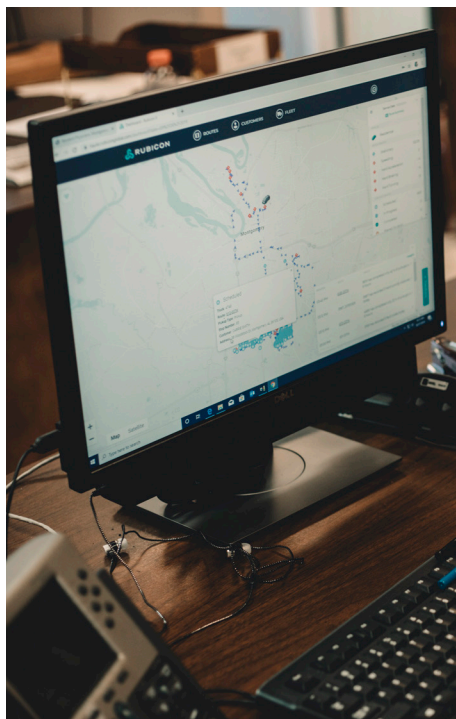
RUBICONSmartCity™ is a proprietary, cloud-based technology product that helps city governments run faster, smarter, and more effective waste, recycling, and heavy-duty municipal fleet operations. The platform includes a mobile app, an onboard data collection device, and a web-based portal. It was installed in the City of Denton's fleet of 75 sanitation vehicles servicing more than 120,000 residential and commercial customers.

**Impact:** The City of Denton tasked Rubicon with tackling a myriad of challenges related to waste and recycling collection, including:

- Route digitization, moving away from paper route sheets
- Streamlining operations to improve route efficiency
- Reducing recycling contamination
- Improving vehicle tracking and safety



RUBICONSmartCity™ mobile app



RUBICONSmartCity™ dashboard

**How-To:** Solid waste collection is essential to city operations. This service must utilize digital tools in order to meet the demands for resilient operations and remote work. To digitize your city's solid waste collection operations, take the following steps:

- Identify areas where paper is still being used in day-to-day waste collection operations. Do drivers memorize routes? Or can a substitute driver easily take over if the usual driver is out?
- How do drivers report back that there was an issue with the collection at a particular house?
- Does the City know if the garbage at a specific household was collected?
- Work with the Finance office to secure investment funds to digitize solid waste collection. Small cities should budget less than \$100k per year. Medium cities should budget between \$100-250k. And large cities should budget more than \$250k per year.
- Review which technology solutions will be the best fit for your city. Look at Sourcewell to see which solutions other cities are using.
- Procure the solution that is the best fit.
- Implement the solution. Your team should plan for less than 60 days of implementation. Anything more than that is a red flag.

With a commitment to improvement and the right technology products to enable it, cities can make significant gains in route digitization, streamlining operations, and of course, improving solid waste and recycling collection.

**General Tips:** The smart cities movement is at a watershed moment. Cities have a once-in-a-generation opportunity to use technology that is low cost, leverages existing city assets, and drives significant process improvement for city systems.

**Budget:** Less than \$100k per year.

**Funding:** General Purpose City Funds

**Tags:** Service Delivery Improvement, Innovation, Cost Savings, Environmental Impact, Increased Flexibility/Adaptability of Operations

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## ShotSpotter: Walking One-Stop

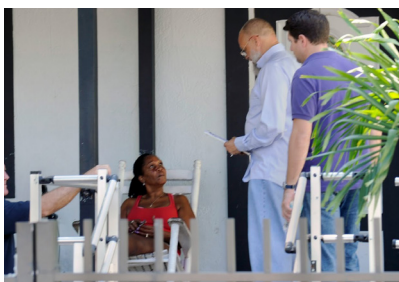
**Project Description:** A “Walking One-Stop” is a cohesive multi-agency partnership event that was designed and launched in Miami-Dade County, Florida, and delivers federal, state, and local governmental and non-governmental resources directly to community members. Each event is a police-community collaboration that brings together technology, community engagement, and support and outreach to reduce harm to the community and improve police legitimacy.

Walking One-Stops are data driven, using the gunshot detection system ShotSpotter to determine where the event will be held. By deciding where gun violence has occurred down to the exact location, the Walking One Stop is able to use this data in a non-traditional way to focus on targeted interventions. The Walking One Stop assesses and addresses the needs of residents and begins days before “Walkers” take to the streets, with careful preparation and planning going into each event. Coordination with scores of agencies who bring mobile units, tabletop displays, and staff to deliver services is all done beforehand.

**City Challenge:** Built on the theory that a lack of collective efficacy is the most significant predictor of violence in neighborhoods, the Walking One Stop brings social and economic resources to the doorsteps of residents who have recently or persistently experienced gun and gang violence. From 2018 to 2020, Walking One-Stops has led to nearly 3,000 referrals for services and supports, with the majority of those referrals leading to connection to Social Services Providers within one week of first contact. Additionally, during the same period, more than 20 elected officials, researchers, and national advocates have joined the Walking One-Stops, providing them an opportunity to hear directly from families in need about what policies, programs, and interventions are needed to effectively address the root causes of the gun violence in their communities. The most requested request for assistance is for jobs, food, housing, childcare and rent/utility assistance.

**Impact:** Through its interventions, Walking One Stop directly addresses the challenges faced by the community and help community members begin to heal after years of repeated incidents of unresolved trauma. This effective community engagement can even lay the groundwork for reconciliation for communities that have endured centuries of abuse and neglect by beginning to build authentic and trusting relationships with law enforcement.

Further, Walking One Stop serves to highlight the need for more investments in the basic necessities of life in these communities (the real root causes of violence and trauma) if we ever see a crime reduction. Walking One-Stop moves the research to practice in a few other interventions has ever been done.



Walking One-Stop Neighborhood Visit



Walking One-Stop Event with MDPD

**How-To:** On the day of the Walking One Stop event, up to 70 governmental and non-governmental representatives convene for a briefing at the local police station with jurisdiction over the neighborhood to be served. During the briefing, the station commander provides the representatives with an overview of recent violent incidents. The Miami-Dade Anti-Violence Initiative is explained. The incident that prompted the Walking One-Stop to be dispatched is described, and safety precautions are described and discussed. Attendees then fill door hanger bags with information from a myriad of service providers, and veteran Walkers (e.g., elected officials, criminal justice professionals, community activists, social and economic service providers, and concerned residents) carry out roleplaying exercises depicting interactions with community members to demonstrate how to engage with residents.

After the briefing, the Walkers are escorted by marked patrol cars to the neighborhood that has experienced recent or persistent incidents of gun violence. Each Walking One Stop location has mobile units and tabletop displays. Mobile units typically include CareerSource South Florida’s “Mobile Career Center,” which offers on-the-spot assistance with employment and vocational training. The State Attorney’s Office’s “Justice in Motion” and the Florida Department of Health’s “Test Miami,” where people can receive immediate job placement and training services, assistance with child support or seal and expungement, and STD testing.

**General Tips:** Ensure there is buy-in from law enforcement leadership and city, county, and community-based organization executives. Use data to direct where you will conduct your Walking One-Stop and identify who are the highest need individuals and families in that specific area. All Social Service Agencies (and other direct service providers) should prioritize contacting their current clients in that given area and those households identified as needing their specific services (as determined by either law enforcement or other community violence intervention partners due to recent contact or intelligence).

**Budget:** The Walking One-Stop program is funded through the Miami-Dade County’s Anti-Violence Initiative, a four-year \$7 million strategy that includes “Group Violence Intervention” and the nationally acclaimed “Walking One-Stop.”

**Funding:** Miami-Dade County’s Anti-Violence Initiative

**Tags:** Service delivery improvement, Innovation, Cost Savings, Environmental Impact, Impact on City Economy, Jobs created, Business benefits, Community Trust

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## Siemens USA: Advancing Sustainability and Resiliency Through Transportation – How the Charlotte Area Transit System is Adopting an Electrified Future

**Project Description:** The Charlotte Area Transit System (CATS), the largest transit system between Washington, DC and Atlanta, and Siemens USA, have jointly developed city-wide transportation solutions that are not only efficient and reliable but are also helping to lower emissions. The made in America transportation solutions and technologies that Siemens continues to implement across Charlotte create a practical and resilient system that helps the city meet its ambitious climate goals while advancing health benefits for the community. Benefitting from a long-standing partnership of nearly two decades, CATS has relied on the Siemens Mobility team to provide more than 40 electrically operated light rail vehicles and six hybrid battery streetcars. The newer streetcars allow for operations on or off-wire – making the transit agency one of only two rail providers in North America to feature an off-wire hybrid battery passenger streetcar. Most recently, Siemens eMobility, which creates EV charging solutions for electrified transportation, manufactured and delivered four chargers and eight dispensers to support CATS’ new electrified bus operations.

**City Challenge:** The Charlotte Area Transit System sought a cost-effective transportation pathway to ease commuters’ travel from surrounding suburbs into the heart of Charlotte. As the years progressed, the challenge developed into a three-pronged mission: enhance the overall riding experience for Charlotte citizens, create a more walkable city center, and now, to unveil transportation options that are both sustainable and resilient. Understanding that sustainable transportation is one of the most important features for growing cities, Charlotte created the Sustainable and Resilient Charlotte by 2050 Resolution. This resolution, established in 2018, set aggressive and aspirational municipal and community-wide greenhouse gas reduction goals. Specifically, it set out to have City fleet and facilities be fueled by 100% zero-carbon sources by 2030. As transportation is the largest contributor to greenhouse gas emissions, Charlotte needed to adopt an electric vehicle future to tackle the climate crisis here in the U.S.

**Impact:** The technologies Siemens USA has implemented has transformed Charlotte into a leading example for modern mass transit while developing the city into the archetype of an electrified urban center. Alternative fuel transportation allows for the transit system to better serve its 11 municipalities and 24.3 million passengers.

The hybrid battery streetcars have paved the way for flexibility and operation expansion. For example, the streetcars now operate in portions of Charlotte’s Uptown neighborhood without an overhead wire. It also allows for added resiliency as it can run independently, catenary-free, for hours. The Onboard Energy Storage System (OESS) can be updated as Siemens’ battery technology evolves. Good for the environment, this energy-saving battery technology recharges when connected to catenary and can run up to 24 hours on one charge.

Similarly, as the city eliminates pollution from buses, the eMobility SICHARGE UC bus chargers provide the necessary charging infrastructure to support the complete electrification of transport. Not only do the battery-operated vehicles provide a greener alternative to diesel fuel, but also add a layer of resiliency.



Vice President Harris and Transportation Secretary Buttigieg Look at CATS’ New Siemens Streetcar

**How-To:** Siemens USA was able to leverage its various and complementary business divisions to offer a complete set of solutions for CATS’ evolving needs. Working with the transit agency quickly after its inception, Siemens USA continued to provide new and cutting-edge Mobility vehicles and eMobility chargers and technologies that transformed alongside the city, the economy and the nation.

Working hand-in-hand with the transit agency to introduce the light rail system, Siemens provided a growing number of its American-made S70 vehicles. A decade later, Siemens worked together with CATS to design, develop and manufacture the S700 streetcars. The modern streetcars feature an advanced hybrid technology that was built upon an industry-leading battery storage system. As sustainability became an even greater focus for the nation and American citizens, Siemens was best suited to help the city meet its green ambitions as a company that holds sustainability as one of its guiding principles for its customers and its own operations. Manufactured in Wendell, NC, The SICHARGE UC’s easy installation and scalability helped reduce installation costs while creating a custom solution that met the growing needs of the city.

The success of the partnership between CATS and Siemens USA rests upon the open communication of the transit agency’s evolving needs and Siemens’ ongoing development of technologies that address those needs as a business imperative.

**Budget:** Budget varied for each project/order

**Tags:** Service delivery improvement, Innovation, Environmental Impact, Impact on City Economy



A Siemens Mobility S700 Streetcar for Charlotte Area Transit System (CATS)

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## Signify: Bakowski Bridge of Lights

**Project Description:** On Tuesday 2-22-22, the historic Texas Street Bridge, which links Bossier City to Shreveport, was brought back into the light and became known as the “Bakowski Bridge of Lights”. The bridge was first lit in 1993 and celebrated a light life span that ended in 2016. Fortunately, a recent renovation project on the bridge delivered something new; one that has been six years in the making. The Shreveport Regional Arts Council (SRAC)—the “Public Art Arm” of the City of Shreveport— took the lead to re-light the bridge. The transformation to a programmable, LED-lit installation with over 13,000 LED lights from Signify (formerly Philips Lighting) now creates a beacon for events, venues, and attractions that make northwest Louisiana a dynamic place to live, work, play, and raise a family.

The new interactive LED lighting heralds a transformational era of urban design pairing artists with technology experts to harness the power of artful lighting. It transforms the cityscapes of Shreveport/Bossier City and unites the communities and their economies.

**City Challenge:** Fundraising and donations were critical for the Bakowski Bridge of Lights’ success and the completion of the Shreveport Regional Arts Council’s mission. The accomplishment was in large part due to a \$1M donation from Dr. and Sandra George Bakowski who pledged to Shreveport’s Mayor Adrian Perkins to purchase the LED lighting system, with the understanding that they would select the lighting vendor, the world’s largest bridge lighting and architectural LED lighting company, Signify. Additionally, the Red River Waterway Commission made the commitment of \$1M to install the Lights with additional support from the Louisiana Public Service Commission to provide new LED Roadway Lighting.

“This achievement signals a bright new day for Shreveport-Bossier. People will be able to watch light shows that will debut each month,” said Shreveport Mayor Adrian Perkins. “There were many steps involved in making this vision a reality and I’m grateful to all of our partners who worked so hard on this endeavor.”

**Impact:** “Shreveport is alight with creativity, talent, and public-private cooperation,” said SRAC Executive Director Pam Atchison. “The Bakowski Bridge of Lights is going to astound people with its interactive and constantly morphing colors, shapes, and forms, all designed by artists and programmed by IT professionals from right here in northwest Louisiana.” The bridge lighting also serves as a platform to demonstrate solidarity, build the economy and foster community pride.

Academy Award-winning filmmaker, William Joyce is working on his light show. “It will be like nothing I have ever done before -- a fundamental shift in our skyline, turning the bridge into a light sculpture in a dynamic, ever-changing way and pushing technology as far as we can push it to see what we can accomplish,” he said. “It’s going to be the heartbeat that courses life between our two cities!”

The project has also created a hands-on STEM learning opportunity for students. “We have the opportunity to mentor young minds in art and technology to hopefully catapult them into a new career,” said Keith Hanson, chief technology officer and smart cities director for the City of Shreveport.



Photo Credit: Casey Jones – Shreveport Arts Council

**How-To:** The collaboration between Shreveport Regional Arts Council (SRAC), private donors including Dr. and Sandra George Bakowski, Red River Waterway Commission, Signify, the Cities of Shreveport and Bossier, as well as Louisiana Public Service Commission can serve as a cooperative model for cities and non-profits looking to implement similar successful lit assets. Having a local arts council, like SRAC, lead the initiative with support from a major private partner with the experience of numerous engagements, like Signify, allows all parties to effectively come together. Critical areas to address include: fundraising, engaging local / state governmental agencies, designing and managing the dynamic, architectural lighting, and marketing and monetizing your lit asset. **General Tips:** Community engagement is critical to bring lit asset projects to fruition and to ensuring their success. One unique area of engagement for the Bakowski Bridge was at the inaugural lighting event dozens of couples were married or renewed their vows. Behind them the new Bakowski Bridge was up and running. On 2/22/22, couples paid \$222.22 to be front and center on the bridge and participate in a group ceremony conducted by a Justice of the Peace under a specially designed wedding light show.

**Funding:** Private Financing, Foundations and Philanthropy, Crowdsourcing

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



Photo Credit: Casey Jones – Shreveport Arts Council

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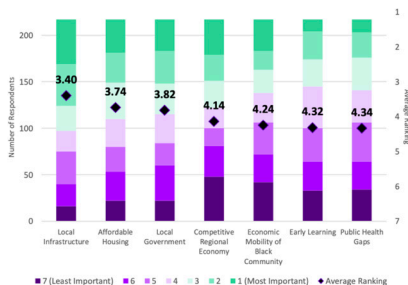
## Zencity: Budgetary Planning with the Community in Mind

**Project Description:** To achieve a budget plan that equitably represents the needs and priorities of its residents, the city of Chattanooga used Zencity to solicit and analyze resident feedback. In early 2022, the City embarked on a multi-layered engagement process for the 2023 budget. The City gathered feedback from 300+ residents who attended Zoom workshops and/or filled out an online survey, which Zencity analyzed. In parallel, Zencity collected and analyzed organic feedback about the budget from 18,827 social media interactions from residents across all 9 City districts. With this data, the City identified strategic priorities that highlighted a need for improved police-community relations, better schools and youth programs, safer streets, stronger economic development, and better mental health resources. The results of the analysis were presented to residents and to city council and used to inform the final budget plan, set to be approved in late June 2022. The partnership also helped to close the feedback loop. As the results of the survey were shared online, the City used the Zencity platform to track sentiment around its messaging, identifying where misunderstandings might arise.

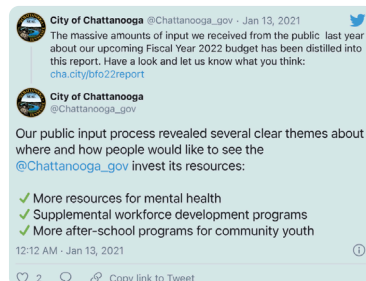
**City Challenge:** All cities face the challenge of allocating a limited amount of discretionary funds, which impacts the daily lives of residents in ways they may not even be aware of. The City of Chattanooga wanted to increase transparency, tackle general distrust in government and ensure that the budget addressed resident priorities equitably. In most cases, it is challenging to really engage more than a handful of residents in budget conversations. Moreover, allocating \$317M based on the feedback of the vocal few is not representative of the community at large. Expanding the reach was therefore the main challenge that the City faced, as well as ensuring that residents felt their input was heard and incorporated into the budget. With Zencity the city was able to amplify channels of engagement and plan a budget more in tune with resident priorities.

**Impact:** Expanding the City’s reach beyond the vocal few and gathering feedback through social media channels proved successful. Residents that the City had never seen at engagement sessions participated and were heard. The Zencity report encapsulated insights from various feedback channels to help inform budget planning, which was then shared with the CFO and Budget Team. More than ever before, the budget was created with relevant resident feedback data and priorities. Based on the report’s insights, for the first time in the City’s history, the City is supplementing Head Start federal funding.

The City created a project on the Zencity platform tracking sentiment over time about the budget, enabling the City to learn how effective their budget posts are and if there are any misunderstandings that require adjustments to the messaging. Using the results, the City will also host educational sessions about the new budget. The Communications & Civic Engagement team, remarked that “having multiple avenues for resident engagement allows us to get a bigger picture, and in turn, a more robust report which provides an actionable deliverable for those wanting insight into the budgeting process.”



Rankings of Budget Goals 2023



Closing the Feedback Loop -Budget 2022 Input shared back with residents

**How-To:** In early 2022, the City held three public input sessions to solicit resident input about the FY23 budget. Each session contained five groups, each of which was asked about how they would allocate for six of the seven priority areas evaluated in the ranking question. The City also sought resident input through an online survey. 217 residents responded, which ran from January 19th-February 15th, 2022. In both the sessions and the survey, respondents were asked to rank these goals: Catalyze Economic Mobility of the Black Community, Build a Competitive Regional Economy, Build a Universal Path to Early Learning, Close the Gaps in Public Health, Improve Local Infrastructure, Provide Responsive and Effective Local Government Ensure Accessible Housing Choices.

Jenelle Pierce, Communications Coordinator, wrote social copy and created graphics that were deployed on various City channels, something that had never been done before. City Council members were equipped with materials to share out to their networks as well. The Mayor’s Office partnered with the Department of Equity and Community Engagement - Office of Neighborhood Relations, which specializes in working with neighborhood associations and connecting residents with city services, to spread the word further about the budgetary process.

With the goal of transparency in mind, the budget is now live on the City’s website. Zencity prepared a report with the results, which was then shared with the Budget Team and CFO’s office to assist in creating the budget. A project around the FY23 budget was created within the Zencity platform to track resident sentiment over time. Similarly to the process in 2022, the City is tracking whether their social posts are effective and if residents have an understanding of the budget. If there is a negative response, it is usually because there is a misunderstanding about the budget. Having access to this data provides an opportunity to locate the disconnect and adjust their messaging.

**General Tips:** This was a collaboration across the Mayor’s office departments. While Marsh and Pierce were the main staff involved in creating a plan for the budgetary process, they pulled in office staff to help facilitate the virtual sessions. Their main partners in this project were the City’s finance and budget teams, since they are the end users of the report and the ones tasked with planning the budget.

**Budget:** This was done as part of the ongoing partnership with Zencity and at no extra cost to the city.

**Funding:** General Purpose City Funds

**Tags:** Smarter Budgeting

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