

“Overcoming the Unspeakable” – Village of Bayside, WI

The discussion of converting the community to municipal water has been an over 30-year debate. Water in Bayside was a controversial topic with previous failed efforts and heated public meetings ending with Board members being escorted home by police officers. Despite the contentious nature of this issue, through utilizing the below tools, a civil conversation took place around a topic that had not been discussed civilly for the past 30 years in Bayside.

Partnerships – The Village, local resident associations, City Water, LLC, financial advisors, and bond counsel collaborated on the project.

Resident Driven – Resident leaders provided vocal support, speaking at public meetings and going door to door. It is easier for a resident to relate to other residents.

Voluntary Nature – To change the tone and neutralize conversations, homeowners could make the choice whether or not to convert to municipal water.

Public Engagement – Via a newsletter, blog, and public meetings, residents were kept informed through the entire project.

Financing – The Village facilitated financing through B-Series Assessment Revenue Bonds making it affordable for residents to participate.



Success!

- Access to municipal water increased from 25% in 2013 to 86% today
- 79% of potential homes in the project area voluntarily chose to connect to water
- Over \$10 million in public infrastructure was constructed and paid for by residents
- 67,000 feet of pipe was installed
- 131 fire hydrants were installed

By leveraging cooperation, partnership and collaboration to pursue a common interest, we were able to unite, not divide the Bayside Community through this project.



Program Excellence Award

GO DRIVER

Get Trained. Get Hired.

In October 2014, the City of Charlottesville piloted its first job-driven employment training program, Growing Opportunity Driver (GO Driver), in response to an expressed need for bus drivers by Charlottesville Area Transit (CAT). In partnership with CAT and Piedmont Virginia Community College (PVCC), the City created GO Driver, a four-week intensive employment training program, to prepare low-income City residents for employment as Relief Transit Bus Operators with CAT. Participants were also paired with a community mentor to assist program staff with supportive services throughout the duration of the program.

AVERAGE WAGE
\$15/HOUR
\$28K/YEAR

PARTICIPANTS GRADUATED

ACCEPTED EMPLOYMENT

EMPLOYED AT 12 MONTHS



"Going through GO Driver has impacted my life in many ways and broadened my horizons, leading me on a venture to owning my own house, strengthening my credit, and starting my own business in the future. GO Driver is the way to go for a long lasting career and financial stability."

George Davis
Relief Transit Driver, CAT



"GO Driver changed my life. It allowed me to become more familiar with the community. I am self-sufficient and supporting my family thanks to the customer service and Commercial Driver's License training that I received. If you want to change your life, have trust in this program and join GO Driver."

Abdul Mobeen
Relief Transit Driver, CAT

PROGRAM OUTCOMES

- # Participants Graduated—12
- # Offered Employment—12
- # Accepted Employment—11
- # Employed at 12 Months—11

CREDENTIALS EARNED

- Commercial Driver's License Class B Permit with Air Brakes and Passenger Endorsements
- National Retail Federation Certification in Customer Service
- Virginia Career Readiness Certificate
- Workplace Essential Skills Certificate from Piedmont Virginia Community College

PROGRAM COSTS

TOTAL PROGRAM COSTS
 \$26,400 or \$2,200/Participant

WORKFORCE INVESTMENT ACT FUNDS LEVERAGED
 \$12,000 + \$7,200 Employer Wage Subsidy

EMPLOYER PARTNER



Centennial Plaza - A Demonstration of Water Sustainability in Clarkdale, AZ



Clarkdale.az.gov • facebook.com/ClarkdaleAZ



EMERALD VISTA AFFORDABLE HOUSING PROJECT | DUBLIN, CALIFORNIA



DUBLIN
CALIFORNIA
THE NEW
AMERICAN
BACKYARD

Dublin, located in the Tri-Valley area of the San Francisco Bay Area was home to one public housing development, Arroyo Vista, which had fallen into disrepair. The development, built in the early 1980s, consisted of 150 garden apartments that served low-income households.

City of Dublin Vision

Preserve affordable housing; create a vibrant mixed-income community; provide on-site amenities for the neighborhood; and make the development environmentally sustainable. The challenge was to improve the property without federal resources.

Successful partnership to create a new neighborhood called Emerald Vista

Dublin and the Housing Authority selected Eden Housing, one of California's most successful non-profit developers, and KB Home, a market-rate homebuilder, to partner to replace public housing with public and market-rate housing.

The partners worked collaboratively, and involved Arroyo Vista residents in the planning process to meet the needs of the community. Residents received vouchers to move to newer affordable housing during the interim and were given priority for apartments in the new development, and many chose to return.

Financing

- City of Dublin invested \$7.6 million, nearly 80% of its overall housing fund.
- KB Home paid \$12 million for the land, \$11 million of which was reinvested in replacing the affordable units.
- Eden Housing secured \$24 million in Low-Income Housing Tax Credits.
- The U.S. Department of Housing and Urban Development approved disposition of the site so the public housing units could be redeveloped as privately-owned affordable housing.
- Changes to HUD's regulation of the Housing Choice Voucher Program made it possible for the Housing Authority to provide project-based Section 8 contracts for the senior apartments and 25 percent of the family apartments.

Results

Construction began in 2012. The development includes 180 affordable apartments – 50 reserved for seniors and 130 for families. There are also 198 for-sale single family and townhomes, 14 of which were reserved for moderate-income households. Emerald Vista remains at 100 percent occupancy.

Lesson Learned

A well-designed neighborhood can be created to include both a market-rate and affordable housing development.





THE CITY OF LAS VEGAS

Award for Community Sustainability | 2016 Program Excellence Award

Despite its reputation for excess, Las Vegas faces the same issues as all cities: water shortages, energy costs, environmental concerns, and reducing the amount of waste that winds up in landfills. The city of Las Vegas' \$70 million sustainable energy program has made great impacts in each one of these areas that save the City more than \$5.5 million annually in electric and natural gas costs and reduces energy consumption more than 30 million kWh.

RENEWABLE ENERGY

Las Vegas made an initial **\$40 million** investment in solar energy.

Using creative financing, grants, rebates, and subsidized bond programs, the city spent no general fund money. The city's current installed solar capacity is more than six megawatts. Since FY2010, Las Vegas has generated more than 34 million kilowatt hours (savings: **\$2.9 million annual energy costs**).



WATER CONSERVATION

Businesses and residents have **reduced water consumption by 40 billion gallons** thanks to innovative conservation programs. Since 2008, city facilities have decreased water consumption by 200 million gallons annually.

ENERGY EFFICIENCY

Since FY2011, Las Vegas has upgraded more than 80 percent of its streetlights and is upgrading the remaining 20 percent (cost: \$19.3 million dollars, all from grants and bonds; **savings: more than \$1.6 million annually**). The city completed energy efficient retrofits and upgrades on 10 city building with some of the highest energy consumption (cost: \$2.6 million, which came from bonds and a Green Building Special Revenue Fund; **savings: \$276,000 annually**). Using green building practices for public building construction and renovation, six new LEED-certified buildings have earned Las Vegas City LEED Gold Certification status.



RECYCLING

Las Vegas has recycling programs at all facilities, parks, community centers, offices and fire stations. Las Vegas **recycles more than 55 percent of all materials discarded at city facilities** (savings: **more than \$325,000 annually**). Single stream recycling has also increased community recycling to meet the EPA target of 35 percent or higher.



THE FUTURE

In November 2015, the city of Las Vegas announced a renewable energy agreement with the state's investor-owned utility, NVEnergy, which will allow

100 percent of its retail load to be served by renewable energy

beginning in 2017.



Community Coordinated 911 Medical Service Innovation

The City of Mesa, Arizona implemented the Community Care Initiative as an innovation derived from community paramedicine-based practices. Community Paramedicine is a grassroots approach to community health and safety. The program aims to lower healthcare delivery costs, improve efficiency in healthcare delivery, and improve citizen health.



The Community Care Initiative is a public-private partnership that links firefighter-paramedics with nurse practitioners, physician assistants, and licensed behavioral health counselors. The services provided are similar

to services provided in an urgent care facility: in-depth patient evaluations, behavioral health evaluations, suturing, minor trauma evaluations, prescription services, immunizations, health education, referral services, primary care consultations, post-hospital discharge follow-ups, and minor diagnostic testing.

Interventions from the 911 visit also include managing population health, which includes influenza and other vaccinations, self-maintenance, fall risk, medication education, health education and alcohol or drug dependence intervention. The goal is to treat callers at the call point, provide them with definitive care, and refer them back to their primary care physicians.

"Approximately 35% of Mesa's 55,000 911 calls for medical services are non-emergent."

According to Health and Human Services and the Department of Transportation (2013), the status quo of unnecessarily transporting low-acuity medical patients has been shown to have a causative relationship with emergency room overcrowding, delayed care, and a cost of nearly \$1.1 billion for Medicare patients alone. Mesa's initial pilot test found out of 983 patient encounters, 532 were treated and referred, for a cost savings of \$1,066,128 to the healthcare system.

"...out of 983 patient encounters, 532 were treated and referred, for a cost savings of \$1,066,128..."





It's possible here

The September flood of 2008 in the Village of Niles was a final straw for Mayor Robert Callero. He turned to then Assistant Village Manager Vinezeano to be project manager for a Stormwater Commission tasked with the creation of a comprehensive Stormwater Relief Program. The Presidential Declared Disaster of 2008 was followed by two more declared disasters and heavy flooding in 2010, 2011 and twice in 2013.

The development of a sound Stormwater Relief Program required the collection of a significant amount of data. This data was collected from the many flood events to follow 2008 and the involvement of property owners and residents who did their best to be patient and trust something would finally be done to protect their homes and community.

The Stormwater Commission's methodology of identifying existing conditions, obstacles and opportunities was to work as closely with homeowners as possible. This was done with surveys, community workshops, site visits and one-on-one homeowner discussions.

An initial 2009 report prepared by Vinezeano was a thorough review of stormwater issues within the Village with recommendations on how homeowners and the Village could reduce the future impact of stormwater runoff caused by intense rainfall events now becoming the norm around the State of Illinois and country. 98% of the recommendations in this report were completed.

By 2010, \$153,000 was approved for professional engineering analysis and assistance with the development of what is now known as the 2012 Stormwater Relief Program. This program can be described by the four categories shown in Figure 1 to the right. These four categories work together to reduce the risk of basement backups and overland flooding throughout the Village

of Niles.
Regulatory Program. The regulatory program of updating Village ordinances and codes to reflect tighter restrictions at the County, State or Federal level was systematically done as quickly as possible. New developments could no longer negatively impact neighboring properties.

Maintenance and Monitoring. When problems arose and were reported, sewers were inspected on an as-needed basis utilizing outdated paper maps. The department began mapping the sewer system on GIS, conducting smoke tests for slip lining to remove inflow and infiltration, and implemented a five year maintenance plan for the entire system.

Capital Improvements. During phase one of this work, the Commission coordinated with the Niles Park District, the Park Ridge Park District, two cemeteries, a local church and ComEd to implement numerous minor local improvements. These early projects did not address shortcomings with the overall sewer system. The 2012 Stormwater Relief Program proposed two tiers of projects, in addition to a number of small projects.

Flood Control Assistance. A regulatory program, system maintenance and capital improvements alone cannot reduce all chronic flooding during intense rains. The cornerstone of the overall Stormwater Relief Program was a flood control assistance program which provided immediate assistance to those homeowners suffering from chronic sewer backup or overland flooding.

Tier I projects are expected to be complete by summer of next year, so Village is now preparing an evaluation of Tier II projects.



Pictured above from left to right: Former Mayor Bob Callero, Trustee and Stormwater Commission Chair Joe LoVerde, Hey & Associates Project Engineer Jeff Wickenkamp, and Village Manager Steven C. Vinezeano.



"We must accelerate the Stormwater Relief Program and return piece of mind to the public" Mayor Andrew Przybylo

Green Street Program

No stormwater program is complete without a green street component to compliment sewer separation projects and stormwater basins. The Village has completed the award winning Niles Community Rain Garden along with interpretive signs, the Neva Street BioSwale built with an Illinois Green Infrastructure Grant (IGIG), and has begun construction on the Oak Park BioSwale and Permeable Pavement project in cooperation with the Metropolitan Reclamation District.

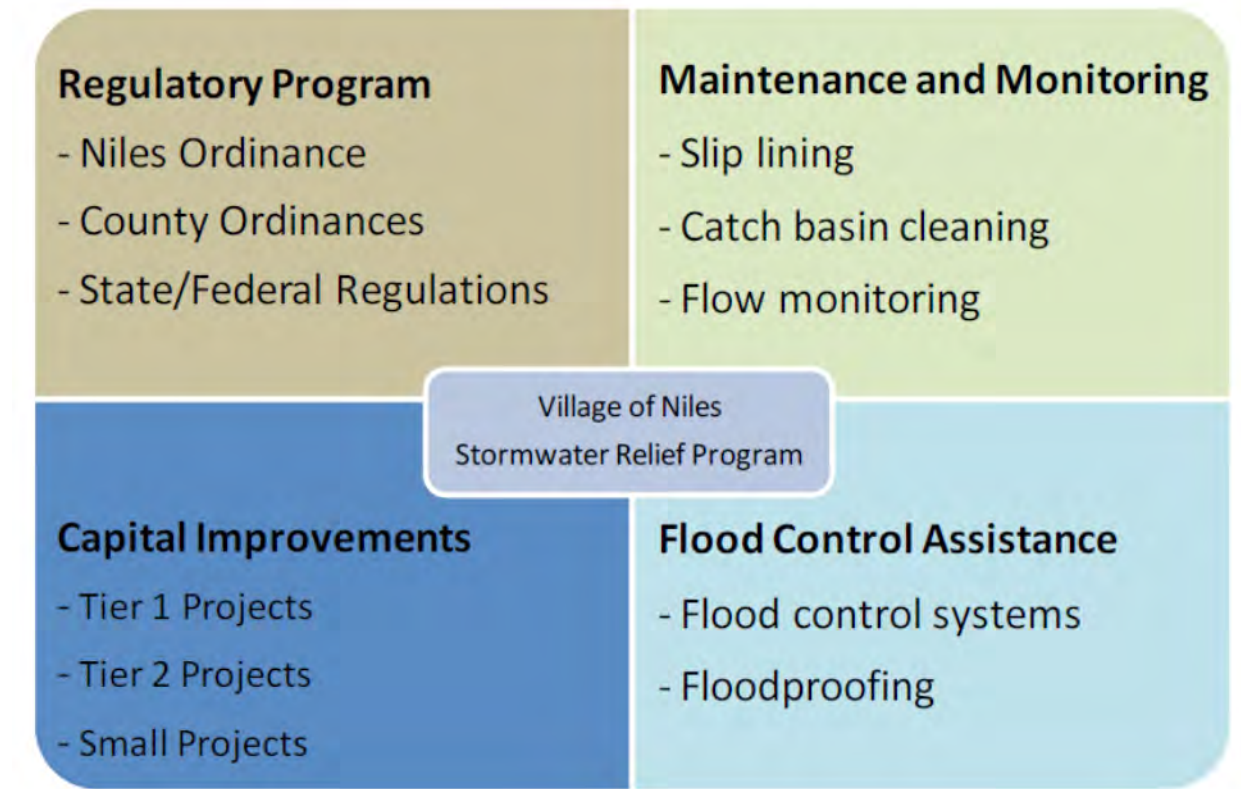


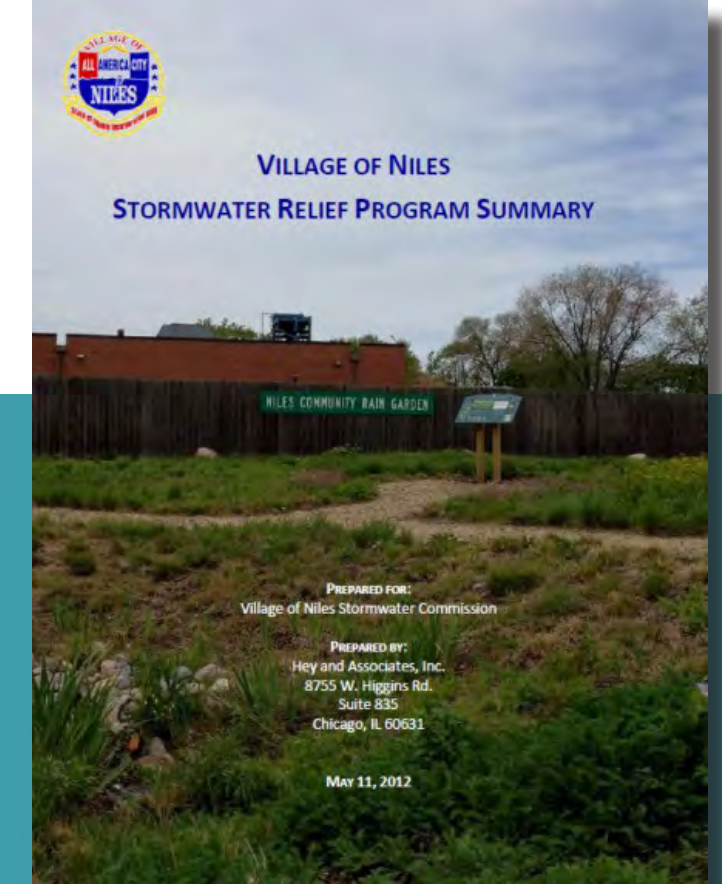
Figure 1



Village Board, Stormwater Commission, and members of Our Lady of Ransom Parish



Village Manager Vinezeano, Trustee Hanusiak, Mayor Andrew Przybylo, Father Christopher Gustafson, Trustee Alpopianis, Trustee LoVerde and former Mayor Bob Callero



Cleveland Stormwater Separation Project in collaboration with Metropolitan Reclamation District, the IEPA Revolving Loan Program, and the Cook County Forest Preserve District

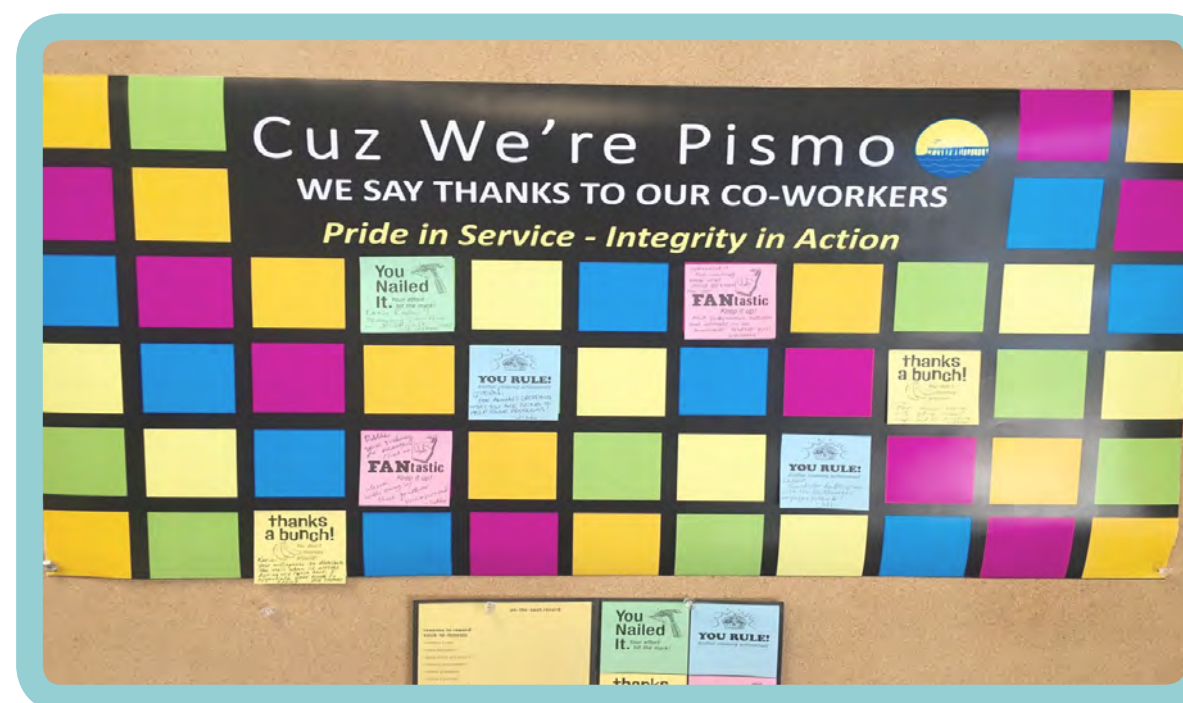
'CUZ WE'RE PISMO



BUILDING AN EMPLOYEE CULTURE OF EXCELLENCE, SERVICE, AND PRIDE



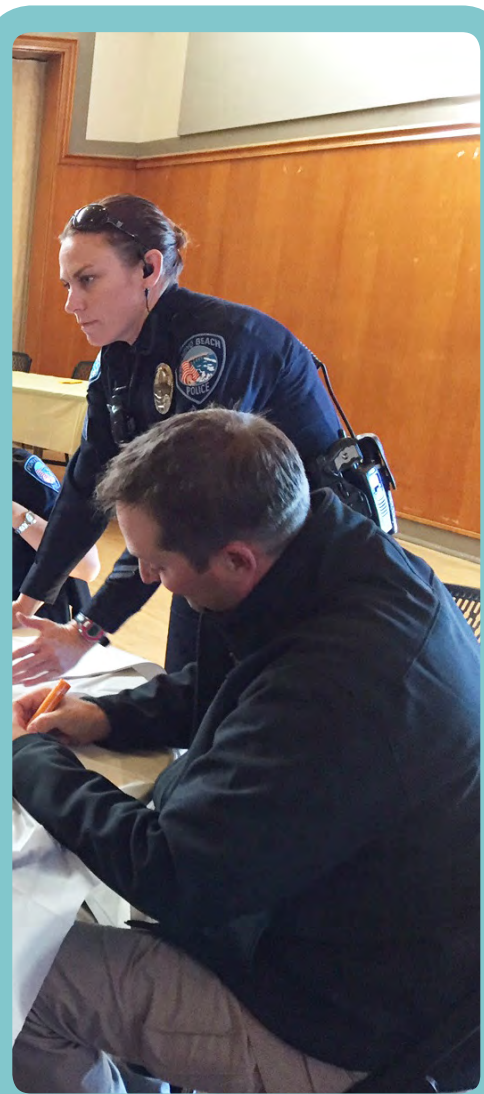
"'Cuz We're Pismo was deep therapy for me. The morning exercises were meaningful, creative and informative. The afternoon was as good as it gets. I have a renewed sense of pride in my City because of your efforts."
~Pismo Employee



"That was an extraordinary session with our staff. Everyone was enthusiastically engaged and sought ways to improve the way we deliver services. The spirit of cooperation was amazing. One of the goals was to have fun and that certainly achieved with laughter and smiles all around."
~Pismo Beach Council Member



Imagine working in a beautiful city with an ideal climate and a daily view of the ocean...
The City of Pismo Beach is recruiting!



PRIDE IN SERVICE
In the spirit of mutual respect and trust, we are dedicated to protect and enhance a safe and excellent quality of life for all who live, work, visit and recreate in our community.

INTEGRITY IN ACTION
We are committed to transparency and accountability for our actions. We recognize the sum of our contributions leads to greater results, by promoting employee teamwork, community collaboration, creativity and innovation.



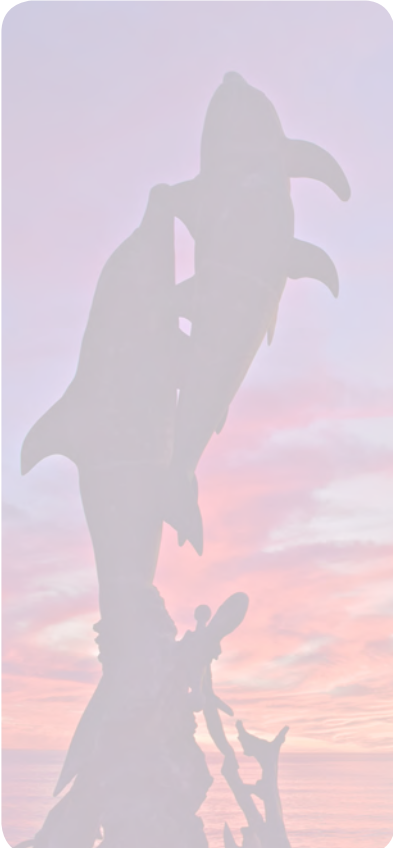
IDENTIFY VALUES IMPORTANT TO THE EMPLOYEES.

DEVELOP SHARED OWNERSHIP IN THE FUTURE OF THE CITY.

IDENTIFY WHAT EMPLOYEES' NEEDED TO BE MORE EFFICIENT AND SUCCESSFUL IN THEIR PERFORMANCE.

WAYS TO PROVIDE NOT JUST GOOD CUSTOMER SERVICE BUT "LEGENDARY" CUSTOMER SERVICE.

CREATE NEW AND LASTING RELATIONSHIPS BETWEEN STAFF MEMBERS FROM DIFFERENT DEPARTMENTS.



**"OUR ORGANIZATION IS STRONGER, OUR CUSTOMER SERVICE IS BETTER AND OUR EMPLOYEES ARE UNIFIED AS A RESULT OF THE "CUZ WE'RE PISMO' PROGRAM. I'M LOOKING FORWARD TO SEEING CONTINUED POSITIVE CHANGE, NEW IDEAS AND EVEN MORE PASSION AS WE CONTINUE OUR PROGRAM."
~ CITY MANAGER, JAMES R. LEWIS**



LEADING WOMEN TO LEADERSHIP

WLMP is a year-long mentoring program that matches a City female executive (assistant department director or above) with a professional-level female employee. Running for one year, the program is built upon strategic requirements, offerings, and expectations that enhance the mentoring relationship and leadership development for all participants. The program's components include: (1) speakers, workshops, and panels made up of female leaders from the community; (2) mentors and mentees meeting regularly to work on professional development goals defined from the outset; and (3) capstone group projects for mentees to apply principles and skills learned through other aspects of the program that benefit the organization and community. The multi-pronged approach works to break down a variety of barriers that exist not just for women to flourish, but to the advancement of innovative and strategic partnerships.

PROGRAM GOALS:

- Ensure professional growth and development
- Provide avenue for women to develop and demonstrate leadership skills
- Provide networking opportunities to enhance teamwork
- Promote environment that recognizes value of women's contributions
- Create pool of internal candidates and strengthen succession planning

Women's LEADERSHIP MENTORING PROGRAM



CITY OF SAN ANTONIO

Cities Partner to Build Regional Economic Development Success



The Cities of Twin Falls & Jerome were challenged to support local business expansion and retention efforts. Both met with local College of Southern Idaho to help fund and launch a regional entity to support economic development.



Formed as a joint venture of public and private sectors to support economic development in neighboring communities, Twin Falls and Jerome.

The goal: to grow all of Southern Idaho communities with healthy economic growth and good paying jobs.

Today, 10 Cities and 4 Counties are partners in a highly successful economic development organization.

2001

2001 - 2016

35+ New/Existing Businesses
\$1.5 Billion CAPX
5,000+ Jobs



Fabri-Kal
EXPERIENCE A BETTER PACKAGE™



▶ CHOBANI

2013 - Built the world's largest yogurt manufacturing facility for Chobani
All of Chobani's R&D is housed here

2016 - Chobani announced nearly \$100 million expansion

Nearly 1,000 new jobs, 2,400 indirect jobs

\$1.3 billion economic impact to region

2016



August 2016 - Clif Bar opens their first Clif Bar Bakery

\$160 million Gold LEED certified facility

400+ new employees