

The WIRED and INSPIRED 21st CENTURY CITY

Graham Richard





LAKE MICHIGAN

MICHIGAN

LAKE ERIE

Chicago

Detroit

South Bend

Toledo

FORT WAYNE

ILLINOIS

OHIO

Indianapolis

INDIANA

Cincinnati

Louisville

KENTUCKY





Quality Jobs – Safe City – B.E.S.T.

- Quality Jobs
- Safe City
- B.E.S.T.



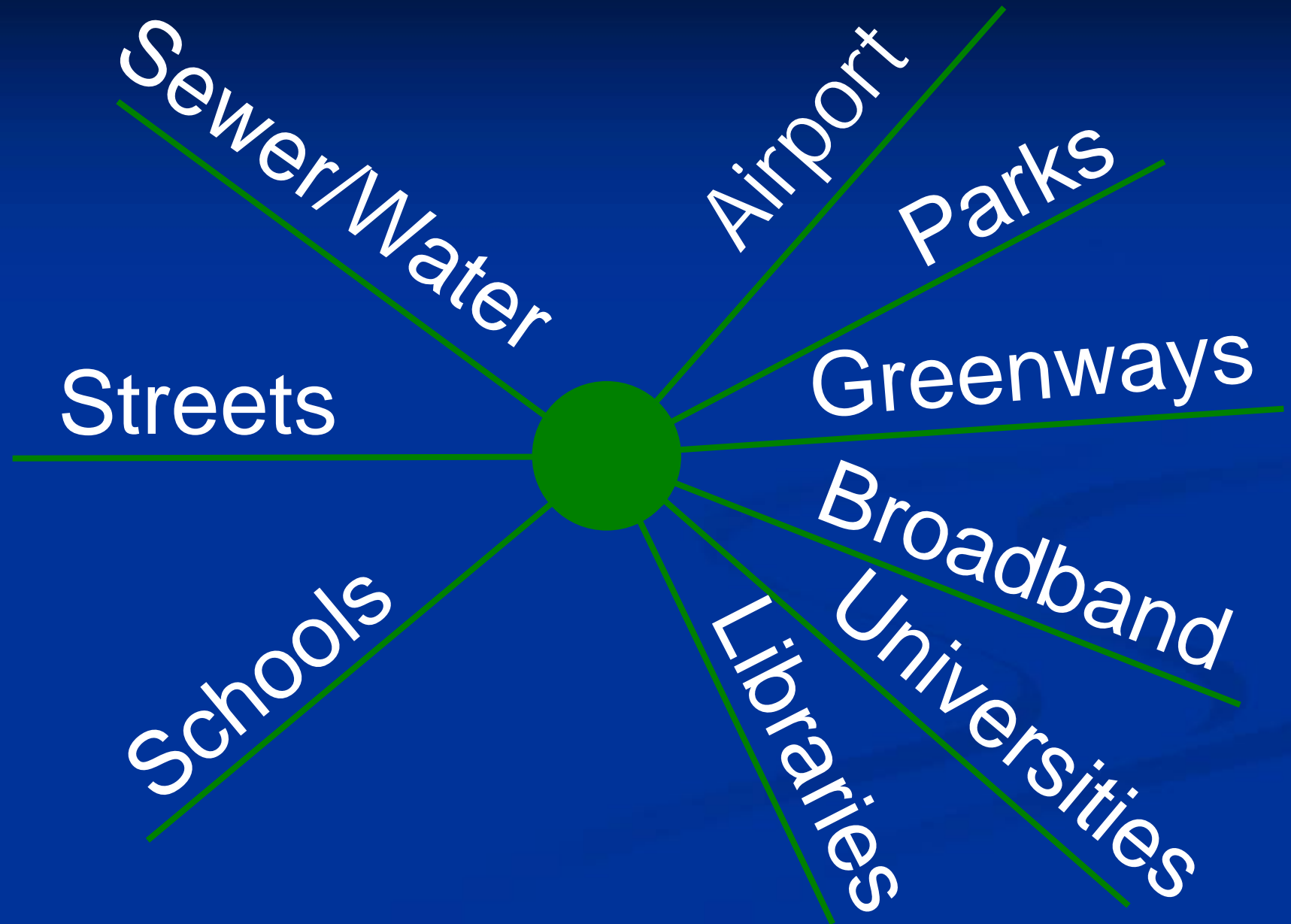
Strategic Focus

- **Building a Better City to Retain and Gain Jobs**
- **Leverage Talent, Teams, Technology, Training, Tools, Trust**
- **Imagination, Investment, Innovation**

“The jobs are going to go where the best-educated workforce is with the most competitive infrastructure and environment for creativity and supportive government”

-John Chambers
CEO Cisco Systems

Invest in Infrastructure



FAST

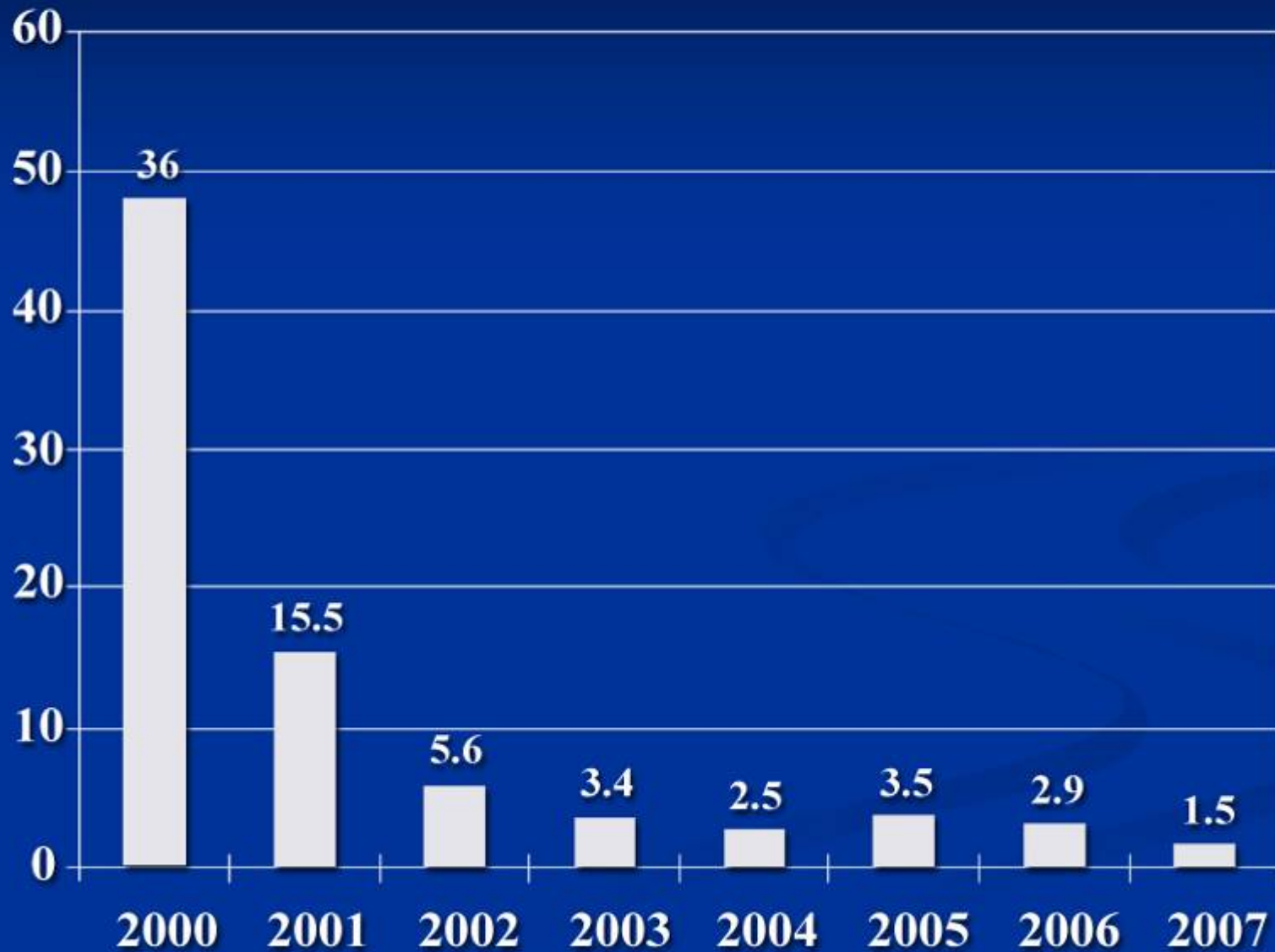
AGILE

SMART

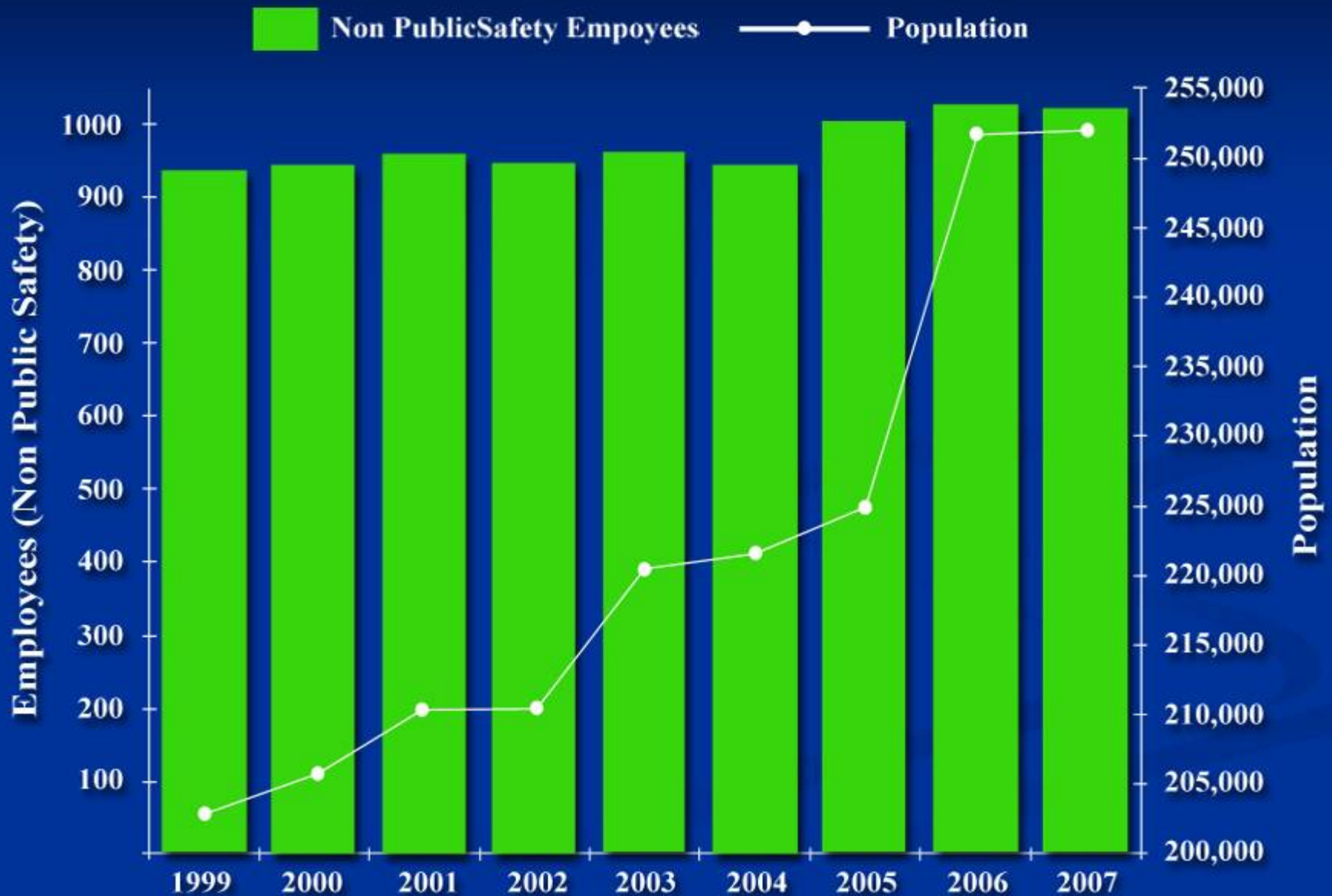
GREEN

CITY GOVERNMENT

Pothole Fill Cycle Time



Maintaining Flat Headcount



More Services, Fewer Employees

	<u>1999</u>	<u>2007</u>	<u>% Chg</u>
Population	190K	252K	33%
Employees*	1027	1028	0%
Miles of Roads	850	1200	41%
Square Miles	79	109	39%

*non-public safety employees

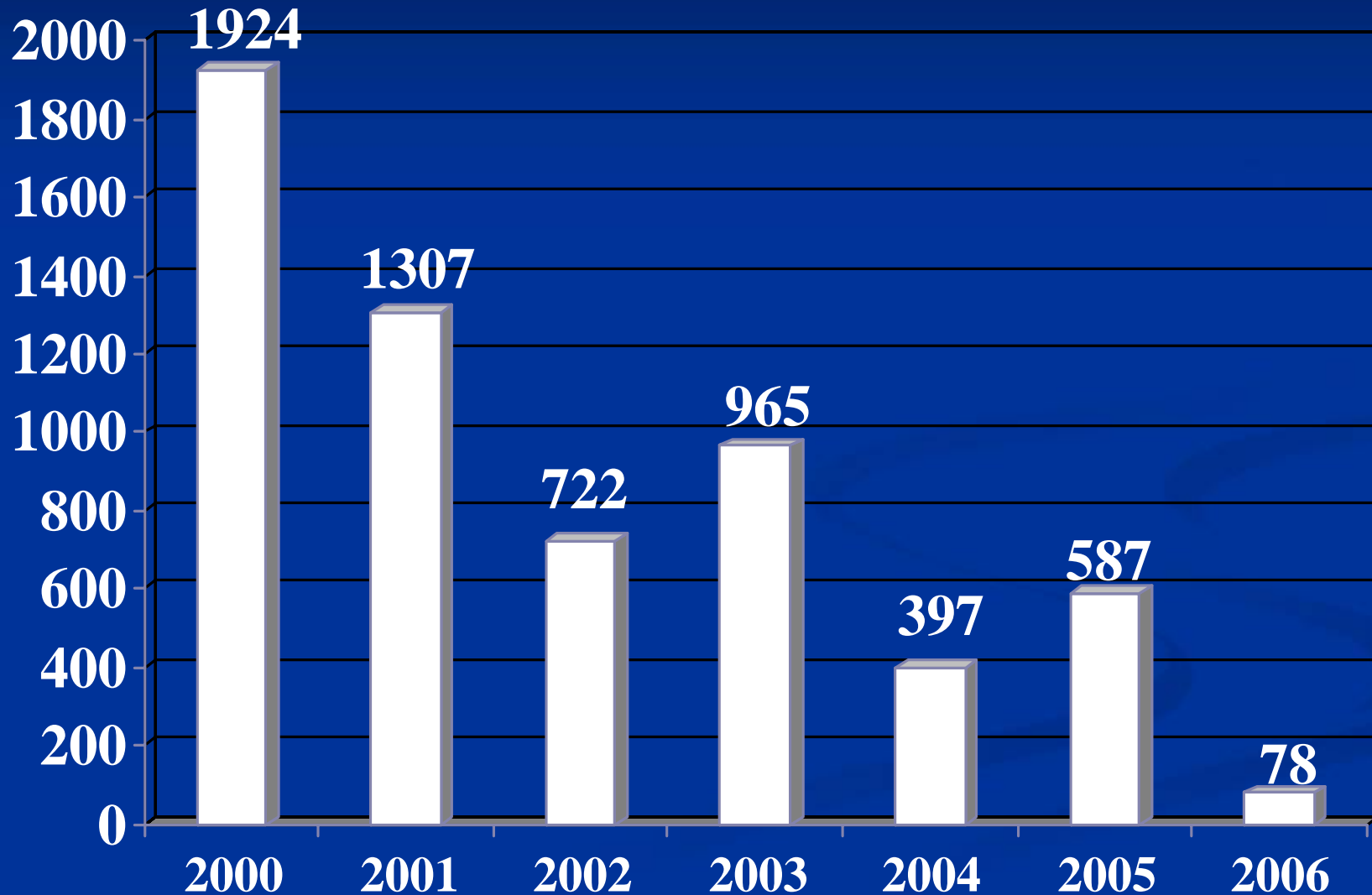
Over \$31M Saved 2000-2007

Examples:

• Healthcare Plan Changes	\$3,000,000
• Fleet reduction	500,000
• Fleet contract/policy changes	1,000,000
• Joint purchasing	1,000,000
• Reverse auction	741,000
• Fire contract changes	1,100,000
• Fire hiring chgs/delays	1,200,000
• Street Light Maint. Contract chg	1,200,000
• Other Lean Six Sigma Savings	10,000,000

Total Savings: \$31,000,000+

Lost Work Days Due to Accident





Monitoring a Street Sweeper



... in real-time,



...when it was Moving



...when it was Sweeping

The screenshot shows a web browser window titled "ARTIS Map - Microsoft Internet Explorer". The address bar displays "http://artis.zoominfosystems.com/FWAVL/Map.aspx". The map interface includes a "Layers" panel on the left with the following settings:

- Vehicle State
 - State
 - ▲ 85024 (Street Sweeper)
 - ▲ 85024 (Street Sweeper) (Brush)
- Roads
 - National
 - Statewide
 - Regional (Major)
 - Regional (Minor)
 - Local
 - ROADTYPE
 - I
 - U
 - S
 - M+
 - C+
 - M
 - C
 - P
- Detailed
- Rail Lines
- Water
 - Water Bodies
 - Hydrography
- Urban Area
- County Line

The map displays a street grid with various streets labeled, including GOSHEN AVE, STATE BLVD W, SPRING ST, LEESBORO RD, MAIN ST W, WASHINGTON BLVD W, JEFFERSON BLVD W, TAYLOR ST, BROOKLYN AVE, BROADWAY ST, PONTIAC ST W, GOSHEN AVE, SHERMAN BLVD, WELLS ST, VAN BUREN ST, WASHINGTON BLVD E, JEFFERSON BLVD E, CLINTON ST N, CLINTON ST S, LINN RD, CLINTON ST N, PANNELL AVE, STATE BLVD E, RIVERSIDE AVE, ST JOE BLVD, LAKE AVE, MAIN ST E, WASHINGTON BLVD E, JEFFERSON BLVD E, LINN ST S, and PONTIAC ST E. A green line with a brush icon indicates the path of the street sweeper, showing a route that starts on State Blvd W, moves east, then south, then east again, and finally south through the center of the map. A blue brush icon is also visible on State Blvd W.







www.acpl.lib.in.us



Allen County Public Libraries



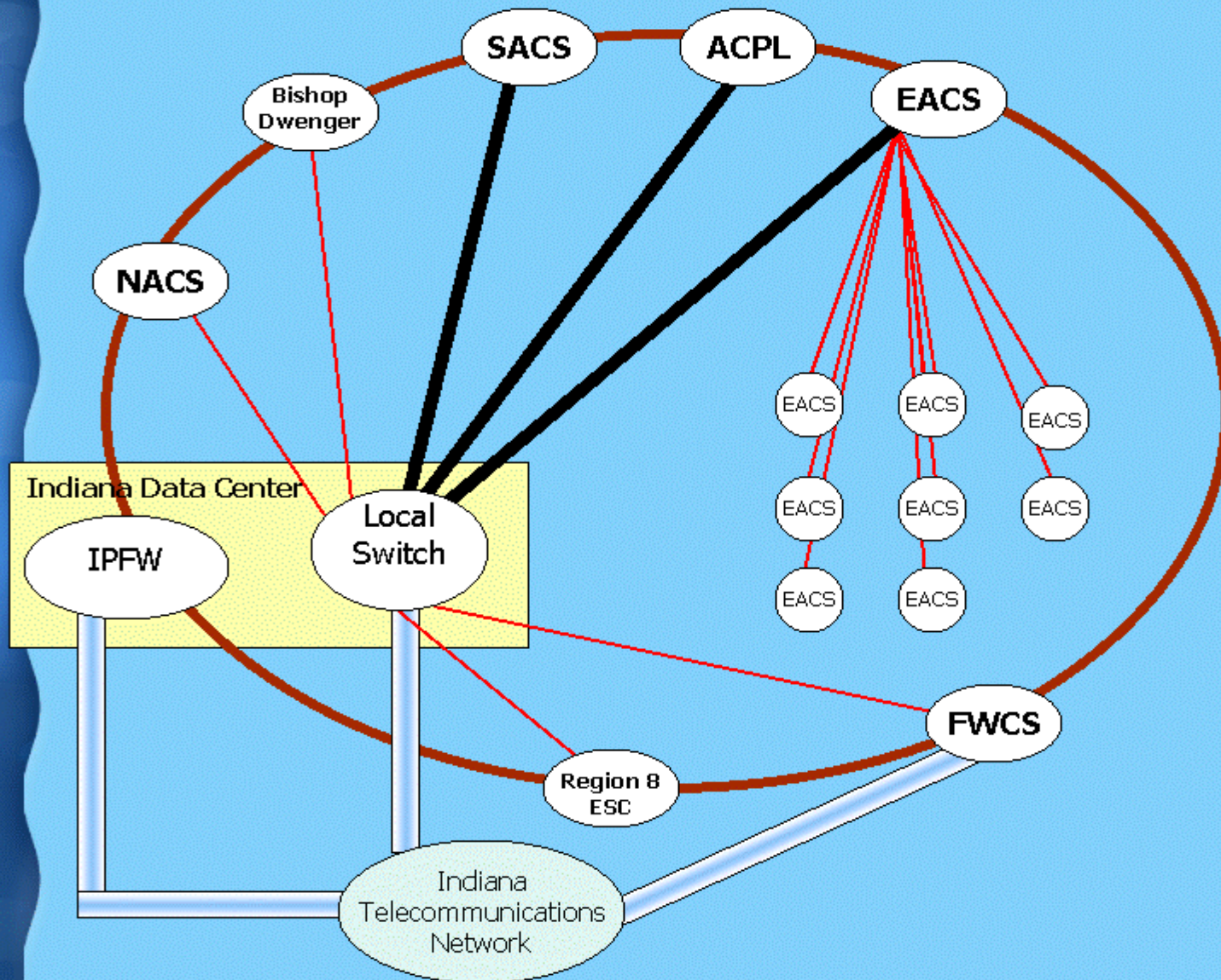


ACE Link Broadband Network

- 87 Schools
- 3,000 Teachers
- 54,000 Students

- First community in Indiana to link all schools with broadband.

Allen County Education Network



A
C
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AceLink

- Teacher Training
- Distance Learning
- Virtual Town Hall Meeting

Broadband



FTTP – Fiber To The Premises

- 900 New Jobs
- Passing 132,000 Homes & Businesses

Mayor's Innovation Initiative

- **Innovators Forum**
- **Formation of Seed Capital Fund**
- **iTeams For Broadband**

www.cityoffortwayne.org



Quality Jobs – Safe City – B.E.S.T.

iTeams



Matthew 25



League for the Blind and Disabled



Senior Connect





RENAISSANCE POINTE

JG 6/29/08

Sales build slowly for revival project



Cathie Rowand | The Journal Gazette

Renaissance Pointe model homes grace John Street. Developers have created a vision for prospective buyers of how the reborn Hanna-Creighton neighborhood will look.

Despite slump, developers, city, neighborhood upbeat



Smart Homes



**Wireless-connected
thermostats can
save 10-15% off
energy costs.**

Broadband Helps Fort Wayne Go Green

by Sue Reynard

This is one in a series of Nation's Cities Weekly articles drawing on the resources and expertise of NLC's Corporate Partners.

Not long into his first term as mayor of Fort Wayne, Ind., it was clear to Graham Richard that radical change was needed if his Midwest city was to move beyond the problems typical of the rust belt, including a steep decline in manufacturing jobs and higher demand for city services. His goal was to help Fort Wayne join a new global economy, attracting high quality jobs and offering a high quality of life.

The two areas that he believed would have a simultaneous impact on both the economy and environment were helping Fort Wayne go green and enabling community-wide high speed broadband access.

On the first front, he launched a Green Ribbon Commission in April 2006 that studied ways for Fort Wayne to reduce energy usage, improve air quality, and decrease carbon emissions. The commission, comprising city, business and community leaders, met with experts, talked with citizens and examined energy use and

carbon emissions across all sectors. In October 2006, the commission issued goals and policy recommendations in a number of areas, including:

- **Transportation** — Goals covered everything from reducing fuel use of the city fleet 5 percent during 2007 to adding 50 miles of bike lanes by 2012. Specific recommendations included purchasing hybrid vehicles and converting diesel vehicles to bio-diesel.

- **Buildings** — The goal is to reduce energy usage of city buildings 10 percent by 2010 and 35 percent by 2015 (compared to a 2003 baseline). Specific recommendations included tracking energy usage in city buildings and implementing a renewable energy use policy.

- **Community energy usage** — The goals included reducing community and commercial energy use 10 percent by 2010 and reducing fuel use by the community 2 percent in 2007. Specific recommendations covered topics such as home weatherization and changing building codes.

The commission then divided into eight implementation teams focused on areas such as buildings, fleets, information technology, parks and landscaping, and water and wastewater. By

NLC Corporate Partners Program

The NLC Corporate Partners Program promotes the exchange of ideas between corporate leaders and the leaders of America's cities in order to strengthen local government, encourage economic competitiveness and promote corporate civic engagement. For more information, visit www.nlc.org/inside_nlc/Corporate_Programs.

Verizon Communications Inc., headquartered in New

York, is a leader in delivering broadband and other wireless and wireless communication innovations to mass markets, business, government and wholesale customers. Verizon Wireless operates America's most reliable wireless network, serving more than 80 million customers nationwide. Verizon's Wireline operations include Verizon Business, which delivers innovative and seamless business solutions to customers around the world,



and Verizon Telecom, which brings customers the benefits of converged communications, information and entertainment services over the nation's most advanced fiber-optic network. For more information, visit www.verizon.com.

December, each group had developed implementation plans that included establishing a baseline in its area, including data whenever possible. They assigned responsibilities and defined the metrics they would use to track progress.

Here is a sampling of results from just some of these efforts:

- Anti-idle software has been installed on 277 trucks with estimated savings of \$72,000 (including one less hour of idling total per day).

- 5,800 traffic lights have been switched to LED, for \$145,000 annual savings in electricity costs (an estimated 60 percent savings; payback

period estimated at just 2.4 years).

- More than 340 units of city equipment have switched to B20 bio-diesel fuel, reducing carbon emissions.

- The city has purchased 20 hybrid vehicles, with an estimated payback of just four years based on \$65,000 annual savings in fuel.

- Improved the energy efficiency of the city asphalt plant by 50 percent.

On the broadband front, the mayor found a willing partner in Verizon, which has invested more than \$100 million in deploying high-fiber optics throughout Fort Wayne and a

nearby community. Fort Wayne was one of the first Midwest cities to have city-wide fiber-optic broadband services (FIBOS).

The city has partnered with community leaders to exploit this capability to offer innovative city services. One team established public computer labs, where they teach Internet skills to senior citizens, who, in turn, mentor seventh- and eighth-grade students involved in the state's 21st Century Scholars Program. There are also new video relay services for the deaf and hearing-impaired community, and real-time diagnosis for diabetic patients in remote clinics via Webnet cameras.

Equally important, the broadband initiative is enabling businesses to be more environmentally conscious. For example, medical clinics have gone entirely paper-free when it comes to medical records. Estimates are that 90,000 low-income citizens are getting better care because any doctor in any medical facility in the city can have instant, electronic access to patient records.

The two themes of green and broadband have come together in the SmartGreen Home initiative at Renaissance Point, in which a 90-year-old existing home received an environmental makeover. New materials are all high-efficiency, durable and environmentally friendly. New SmartGreen features include being able to program all HVAC, lighting and Internet-viewable cameras via remote wireless touch panel or the Internet.

Sue Reynard is a consultant for the City of Fort Wayne, Ind.

The Green Impact of Broadband Use

by Larry Flumb

The idea that broadband and information and communications technology (ICT) have boosted economic productivity is now common knowledge. Less understood but equally well documented is that ICT also has transformed the relationship between economic production and energy consumption, starting from when sending faxes began to substitute for sending letters.

Recent studies have shown how broadband usage and ICT can have a huge environmental impact by increasing the economy's energy efficiency and reducing greenhouse gas emissions.

- The American Council for an Energy Efficient Economy (ACEEE) has calculated that 10 kilowatt hours (kWh) of energy are saved in the U.S. economy for every 1 kWh of additional electricity used by ICT. For more information about energy savings from ICT, download the report information and

Communication Technologies: The Power of Productivity on the ACEEE website: www.aceee.org.

- The Boston Consulting Group estimates that the concerted application of information and communications technology will enable energy-efficient behaviors that can reduce U.S. CO₂ emissions by as much as 22 percent by 2020. The reductions can be accomplished via environmentally friendly practices such as smart logistics, smart buildings, smart power grids and reduced travel through video conferencing and telework. Documenting these savings, SMART2020: United States Report Addendum, "SMART 2020: Enabling the low carbon economy in the information age," November 2008, is available online at www.greis.org.

- A 2007 American Consumer Institute study, Broadband Services: Economic and Environmental Benefits, found the following major reductions are possible over 10 years:

- Telecommuting reduces office space and car commutes, saving 588 million tons of emissions.

- Teleconferencing could eliminate one-tenth of all flights, saving 200 million tons.

- E-commerce will reduce warehousing and long-distance shipping, saving 206 million tons.

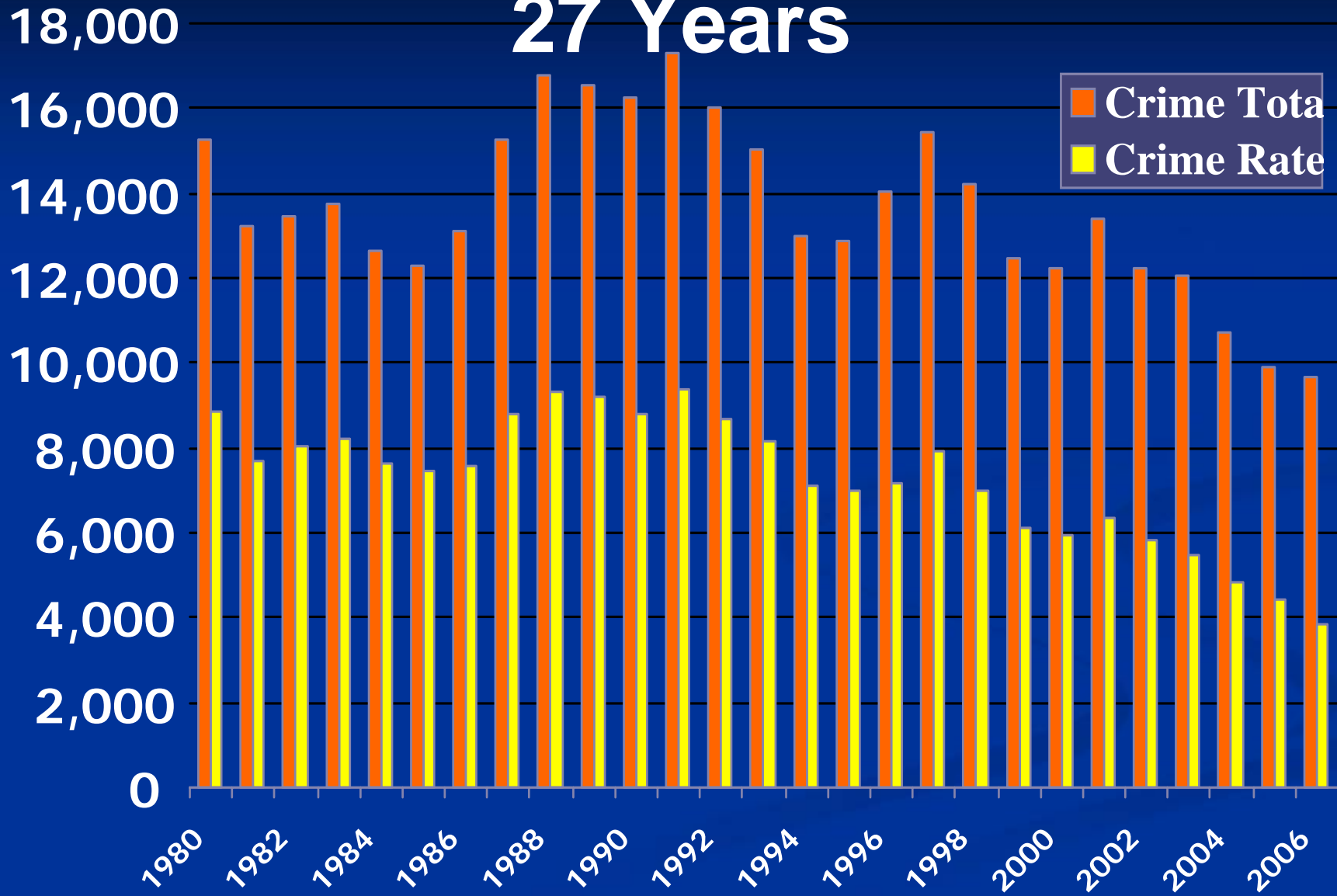
- Online sale and distribution of digital goods such as music, books, newspapers and movies reduces emissions by another 67 million tons.

The BCG and ACI studies show how widespread adoption of high-speed Internet could cut up to 36 percent of U.S. oil imports and eliminate 1 billion tons of greenhouse gas emissions in 10 years.

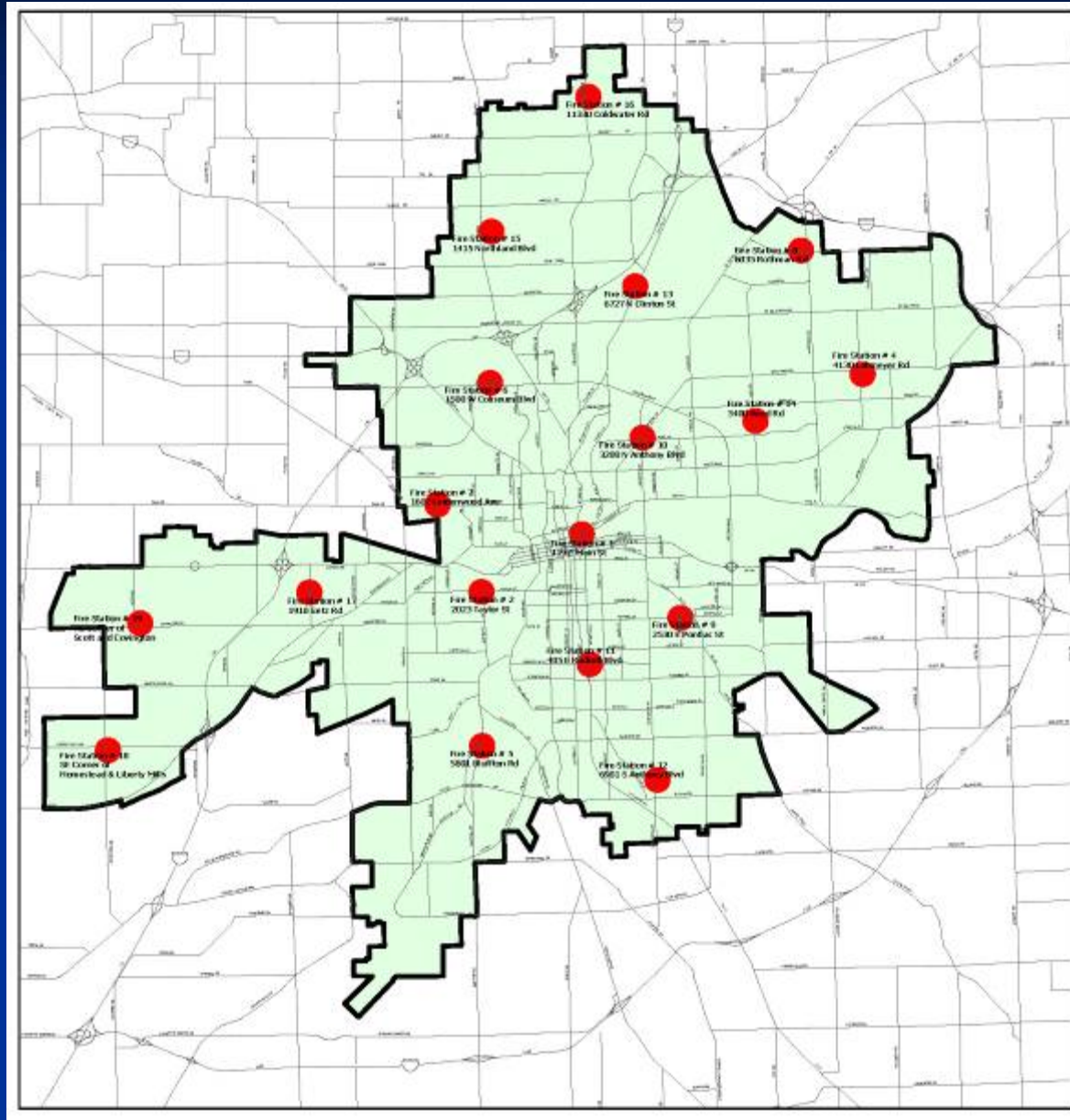
But to realize the full potential of these savings broadband Internet use must become more widely adopted.

Larry Flumb is the executive director, emerging issues and technology policy, for Verizon.

Lowest Crime Rate in 27 Years



Public Safety Wireless Broadband



MDT

- Digital Crime Reporting
- Criminal History Checks
- In Car Video
- Take Home Cars
- AVL (In Process)
- PIDS ready
- COMSTAT Daily Tracking
- AFIS





Regional Public Safety Academy





**None of us
is as smart
as all of us.**

Warren Bennis



GRAHAM RICHARD

How to create
high-performance government
using Lean Six Sigma



**PERFORMANCE
is the best
POLITICS**



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Mayor, Fort Wayne Indiana

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