Thank you for joining us at Breaking Ground 2018: Transforming a Region, aimed at implementing the principles and goals of Connections 2045 – the Long-Range Plan for Greater Philadelphia. While our region is made up of 352 local governments, we are better-positioned and more economically competitive by moving forward together, as a region. This year's conference celebrated regional cooperation and government efficiency.

In keeping with that theme, the keynote speaker - Brian Elms - is an expert in management and government performance. Concurrent sessions featured government transparency, sustainable environmental practices, collaboration between businesses and government, the use of data and metrics, and a celebration of age-friendly communities. Breaking Ground 2018 expanded to include a Learning Lounge, which featured businesses and newer tech companies that assist municipal governments in better serving their citizens.

8:30 AM – Welcome and Introduction

Mr. Barry Seymour, Executive Director, DVRPC, welcomed participants to the *Breaking Ground* conference and described the event as an opportunity to share success stories and stories from their communities. This is the third but one in a very long line of programs that have been developed by DVRPC to help our 352 municipalities. Over the years, DVRPC has focused on improving transportation, promoting smart growth, protecting the environment and enhancing the economy.

8:45 AM – Sunrise Session

What do Citizens Really Want?
Moderator: Jeff Friedman, North Highland

Anjali Chainani, Policy Director, City of Philadelphia and Liana Dragoman, Deputy Director for the Office of Open Data and Digital Transformation, City of Philadelphia, discussed the city's efforts to use data science and service design to improve citizen interaction with government services at the Participatory Design Lab discussed the city's efforts to use data science and service design to improve citizen interaction with government services at the Participatory Design Lab. An example of successful redesign implementations included an increase in enrollment in a water billing program for seniors. The rollout of the new city website and a pilot program to reduce street litter by introducing lidded recycling bins were also discussed. The ability to leverage existing city contracts and

relationships with local universities for research capacity were cited as being a key to driving the success of the program.

Q & A

Q: *How might this apply to smaller municipalities of less than 10,000 residents?*

A: Find a challenge that residents are facing, try collaborating with local universities. Bring residents and other stakeholders to the table, creating a situation where people are setup for success in the future. Private sector and local academic engagement can be very useful. It is too expensive not to invest in this kind of talent and methods.

Q: *How to you ensure that a portion of the populations is not excluded by these changes?*

A: Using behavioral science and piloting all new projects. Test changes in small and varied ways to ensure that no one is excluded. Have specialists on any website design team working on accessibility. Some things will need to be kept in paper form. Have digital standards and try to get vendor buy-in. Keep things in plain language and make sure the experience is consistent across delivery methods.

Q: *How are these initiatives memorialized for future administrations?*

A: Decentralize the work. Make sure that frontline staff, deputy directors, etc. know how this work works and that the protocol is replicable. Content writers should be throughout departments working collaboratively.

10:45 AM – Concurrent Morning Sessions

Raindrops Keep Falling on My Head: Stormwater Management Practices
Moderator: The Honorable Michelle Kichline, Chair Chester County Board of County Commissioners & DVRPC Board Member

Mr. Robert Struble, Watershed Conservation Director, Brandywine Red Clay Alliance, spoke about stream restoration in Chester County. He spent time explaining the problem that prompted the creation of the alliance and their ongoing work, streams eroding over time adding sediment to the stream water. In addition, manicured environment yards and farming right up to stream banks has sped up the erosion process. The first steps to restore these streams were to study them through site visits and analyzing the existing conditions. As a follow up to the study, a scoring methodology and restoration plan, map, and a guide was created. Since its inception in 2010, 17 projects have been completed. This is an ongoing effort to recreate a natural habitat around these streams as well as methods to avoid further erosion and sediment in the same area.

Ms. Courtney Marm Finneran, CH2M/Jacobs, provided detailed information about how to develop a stream protection fee for stormwater management using West Chester Borough as a case study. West Chester is at the top of a watershed and many of the older pipes are not accessible, creating sediment buildup issues downstream. Her team is just finishing a 5-year contract where they developed a rigorous program to repair and develop a stormwater program in West Chester. The team started by creating an advisory committee to develop their plan and determine what type of payment was the best for the municipality. A payment plan for each landowner based on the amount of impervious surface of that land was selected. The group chose this payment plan structure and not one that is tax-based because so

much of the impervious surface (buildings and parking lots) are tax-exempt (West Chester University and County Government buildings).

Mr. Paul Leonard, Township Manager, Upper Dublin Township, addressed how the areas connected with the Wissahickon Creek have a regulatory obligation to need to address the water quality within the watershed. The 13 municipalities of the Wissahickon Creek Watershed have joined together to form a coalition of towns and sewer authorities working with the Pennsylvania Department of Environmental Protection (PADEP) and the US Environmental Protection Agency (USEPA) to address impaired stream health. This coalition, called the Wissahickon Clean Water Partnership, will be working on a plan over the next two years to collaboratively "Own the Solution" for a cleaner Wissahickon Creek. Temple University has been helping to gather data to communicate the issues to elected officials and residents. One key ambition is to include elected officials so they will better understand the issues and be positive about the plan and implementation strategies.

Embracing Age-Friendly Communities
Moderator: Ms. Jody Holton, Executive Director, Montgomery County Planning Commission

Ms. Holton explained that while the region's population is expected to grow by 11% between 2010 and 2040, those over age 65 will increase by an estimated 58% in that time period. Planners are thinking about ways to make living in the county age-friendly such as looking at land use ordinances for ways that support aging in place like accessory dwelling units, home-based offices, supporting cyclists of all ages and retrofitting playgrounds.

Ms. Susan Hoskins, Executive Director, Princeton Senior Resource Center (PSRC), shared Princeton's experience applying for and attaining their Age-Friendly Princeton designation through the World Health Organization and AARP. AARP now uses the term "livable communities for all ages" instead of age-friendly, with the suggestion that by being livable, a place is suitable for everyone. PSRC was able to secure a two-year time horizon to create an age-friendly plan, which has four key priorities: housing, transportation, communication and multigenerational neighborhood associations. Lessons learned were: make sure that seniors are aware of all of the transportation options to make access easier if they no longer drive; have information available in multiple formats; including print; don't do it alone; get funding and partners early; be prepared for surprises and listen to constituents; have enthusiasm; and use AARP resources.

Ms. Ahsia Badi, Senior Policy Associate, New York Academy of Medicine, discussed Age-Friendly NYC and more specifically their Age-Friendly Local Business Initiative. Older adults are the key volunteers, philanthropists and workers in our communities. As consumers, they spend significantly on goods and services but customer service lags for their needs. The Age-Friendly Local Business Initiative works on both the public and private side to have retailers improve the experience of shopping for older adults. Their age-friendly checklist includes limiting excessively loud music and noise, providing publicly accessible bathrooms, having a place where customers can sit and rest, training staff to assist those with physical challenges, and using large fonts on signage. Examples include Bedford-Stuyvesant and Park Slope in Brooklyn where stores are actively involved in providing better resources, offering discount days, and programming for older adults. Implementation challenges the program faced included lacking the resources for evaluation and documenting more local examples as opposed to worldwide best practices.

Ms. Sarah Jolles, Executive Director of Sales and Marketing, Presby's Inspired Life, introduced their age-friendly, or "62 or better" housing in the region. These communities are now referred to as Life Plan Communities instead of Continuing Care Retirement Communities (CCRCs) since the newest generation of residents does not always need care and they are not always retired. Sophisticated

baby boomers are looking for market-rate living and entertainment. To stay competitive these communities be a place potential residents would want to take their friends and family.

Q & A

Q: Are tax incentives available to pay for rehabbing existing dwellings for an aging population?

A: Washington DC and a couple of places in Virginia have public processes to help private homeowners retrofit their homes with things like grab bars and chair lifts. The City of Philadelphia also has a similar program (though not a tax incentive) as do many county area agencies on aging, to help low-income residents' age-in-place through subsidized home repairs.

Impact of Downtown Deliveries
Moderator: Mr. Michael Carroll, P.E., Deputy Managing Director, OTiS, City of Philadelphia

Mr. Carroll spoke to how economic activity and the way goods are delivered in the city leads to traffic congestion but that this activity is a necessary part of what makes Philadelphia a world class city. Making city streets walkable, bikeable, and deliverable is not easy and that ultimately if city commerce is to continue to grow, getting goods to residents continues to be a challenge. Looking to other successful cities for implementable delivery strategies along with collaboration between delivery companies, businesses, city departments, and residents is the key to creating city streets that work for everyone.

Mr. Thomas Madrecki, Director of Innovation and Mobility at United Parcel Service (UPS), started his presentation by describing the evolving industry of package delivery. Urban areas are densifying so there needs to be a sustainable way to receive packages. E-commerce can grow in two directions, one would be to have individual trips for each package, and the second option would be to shift package delivery to a shared modality and efficient yet convenient delivery options. Broad solutions to addressing congestion through policies related to package deliveries and UPS specific strategies to make package deliveries more efficient were discussed.

Mr. Mike Ruane, Senior Transportation Planner at DVRPC, presented on truckloads and less than truckload deliveries, reviewing best delivery practices and advocated for consideration of joint solutions between the public, suppliers, and commercial interests in urban areas. The audience was encouraged to look beyond Center City when thinking about delivery solutions and to consider what drives delivery decisions and how those decisions impact public needs and perceptions.

Q & A

Q: What do public agencies need to do to acquire delivery data?

A: Participation in freight advisory committees and knowing your infrastructure inventory and condition. It is important to realize that there is great variation in conditions so getting generalized data is difficult because there is great variation in delivery conditions across the city.

Q: What are two things that Philadelphia needs to do to improve urban deliveries?

A: Conduct the curbside inventory of areas available for available for loading, parking, and deliveries; explore permitted delivery zones and enforce them; and investigate whether delivery zones are effectively distributed. Mr. Madrecki added that UPS would pay for delivery loading permits if spaces were available and the rules were enforced. The city needs to up-front with shippers about the city's goals and future policy direction so that shippers can tailor future business decisions.

Q: The next question was regarding best practices with regard to deliveries and public safety.

A: Mr. Carroll replied with the city is implementing protected bike lanes and pedestrian crossing bump outs. These safety measures do pose challenges for deliveries and city is working on managing trade-offs and knowing what activity is occurring at what locations at a specific times. This knowledge will help the city match delivery time policy with public activity.

Who, Where, and Why on Attracting Younger Workers to Government
Moderator: Ms. Nedia Ralston, Director, Governor's Southeast Regional Office, Commonwealth of Pennsylvania & DVRPC Board Member

Mr. Andrew Svekla, DVRPC, on behalf of Amber Snowden, Communications and Project Manager, Center for State and Local Government Excellence, provided an overview of the changes and challenges that the 352 municipalities in DVRPC's region. Millennials, commonly defined as those born between 1982 and 1998, are the biggest group in the workforce now (35%) and are 23% of the regional population. However, only 24% of the governmental workforce is millennials. It is important for public entities to consider succession planning because it is critical to ensure knowledge transfer to the next generation.

Some of the challenges facing these employers are that boomers will be retiring and the younger generation has different expectations of an employer. Additionally, there is increased competition for talent between the private, nonprofit and public sectors and millennials may be turned off by the perceptions that governments are bureaucratic, rigid and hierarchical. Research shows that what millennials most want from a position are a competitive salary, opportunities to make a difference, and opportunities for promotions.

Ms. Alissa Carpenter, Owner, Everything's Not Ok, and That's Ok, started by asking the audience what words come to mind when they think of millennials, and in the workplace that might include job hopper, tech savvy, creative, always on their phone, etc. Then she laid out some important information related to recruiting, retaining and engaging millennials.

The mindset of millennials is to prioritize purpose over a paycheck, so they want to know how their daily tasks connect to the work of the organization and all tasks should be connected to the organizations purpose. They have a preference for ongoing conversations over annuals reviews and want routine feedback. This keeps them engaged and they can make adjustments quickly. The biggest retention factors that separates millennials from non-millennials is their desire for opportunities to learn and grow. The biggest take-ways for employers are: when advertising positions clearly communicate growth opportunities; support work/life balance; set clear expectations and hold them accountable; identify and leverage millennials strengths; and provide regular, ongoing feedback

Mr. Dave Nast, Managing Partner, Nast Partners was the final presenter. He started by sharing that 87% of CEOs say that the biggest challenge is attracting and retaining top talent and it is now an employees' market. Average tenure is 17 months and it takes 11 months to master a job. Most people (85%) are leaving because of their relationship with their manager. Ten percent leave for more money. When employees are disengaged they tend to try and disengage others, this ultimately affects the bottom line and puts into question the practice of hiring people based on what they know. Education, knowledge, skill and experience can change over time, but the unseen things that drive behavior are harder to change. Group analytics can help identify differences between staff and blind spots in a group. Some ways to reveal behavior is to ask applicants about what motivates them, how they seek praise, and where they would like to be in 12 months at the company.

Innovate, Elevate, Repeat
Mr. Brian Elms, Peak Performance Expert

Mr. Brian Elms, former manager of Denver's Peak Academy Program, provided a candid overview of the government user experience and the Peak Academy Program, including lessons learned and examples of program success.

Peak Academy desired to teach every single Denver employee how to problem solve, be experts, and make things better. To do this, Denver knew they needed to change how programs were run with the resources they already had available to them (no new funds, no new people, only the technology already available to them). Peak Academy trained 6,200 Denver employees, 2,500 of which implemented an innovation. The cost of these innovations was $14,000 but saved the city $30M.

Brian shared the following key lessons learned and best practices from Peak Academy on how municipalities can encourage their staff to improve the customer experience by improving their processes through small innovative changes:

- Remember that people (staff) are a government's number-one asset. Organizations can't neglect this asset – people must be invested in or this resource will deteriorate.
- Ask staff to only try to change what they can control. You can't impose change on people – change will be more successful if people take part in making change.
- Focus on small incremental (as opposed to big sweeping) changes. Small changes will yield higher rates successes, and can often result in significant benefits. And people are more willing to accept or implement a change if it is small (people see gaps in large changes and are unable to act).
- Encourage and expect staff to be ready to say "yes, and..." This attitude is key when identifying and implementing process improvements/changes.
- Employees should want to become experts at whatever their daily tasks are – they can do this by reading and learning from others, and this should be expected of them as part of their job.
- You're not asking employees to just do something differently, you're asking them to make it better.
- Employees should feel a sense of humor and trust in their job – these are key ingredients towards being able to innovate on the job.
- Being nice, being present (proximity is power), and positively rewarding/reinforcing employees that make small innovative changes is important to make staff feel empowered, purposeful, and valued.
- You may need to try many different approaches to teaching innovation and change making within staff, and staff needs to be willing to try new changes/innovations. No one should be afraid to fail.
- Track successes and failures- keep score so that people can believe things are changing.
- Some employees will resist – you may have to fight them on this resistance.

Before focusing training on empowering staff to make small changes within ones control, Peak Academy (as with other behavioral/process change program, e.g. six-sigma) had an 80%-85% failure rate. Once Peak Academy focused on having staff change small things that are within the control of the individual, they experienced a 50% success rate.

A couple of examples of success within the Peak Academy program:

- One of Denver's departments was experiencing significantly long wait times (3 hrs+) and the departments voicemail had been full for some time. In an effort to improve the customer

experience, staff within this office spent a day listening to the back logged voicemail (one staffer spent two entire days doing this), and they found that the most common questions they got were "when are you open?" and "how much are your permitting fees?" By updating their Web page and putting this information online, calls went down 6%.

- A staff person in one permitting office had reported being interrupted 40 times per day with the question of where the bathroom was. This staff person made their own wayfinding signs that let customers know where the bathroom was and hung them up at the entrance. After putting up the sign, the staff person was only interrupted three times, and was able to process 10 more applications than normal per day.

Q & A

Q: *How do you manage risk when trying to achieve innovative changes?*

A: Don't manage risk. You want to try many things, and you need to be prepared to fail. When you fail, you will learn from that failure, and that is valuable. If you manage risk too much, you will stifle innovation. That said; don't do anything that will cause personal harm or injury – that type of risk you should certainly manage.

Q: *How can you change a no culture to a yes culture?*

A: Changing from no to yes takes time. This change is driven by positive reinforcement. Managers need to make a point to notice and recognize good yes-like behavior, and reward innovations that work. Make sure your employees know that you notice their efforts.

Q: *What do you do about people who are "checked out"?*

A: Understand that they may have been dispirited along the way by negative reinforcement or being ignored. Most people want to succeed and be good at what they do. Positive reinforcement helps motivate.

2:15 PM – Afternoon Concurrent Sessions

Internet of Everything: The Future of Work
Moderator: Mr. Mark Remsa, Director of Economic Development & Regional Planning, Burlington County Bridge Commission & DVRPC Board Member

Mr. Brett Fusco, DVRPC – speaking on behalf of Katherine Kish, Executive Director, Einstein's Alley, discussed the context of rapidly accelerating economic and technological advances and how it is critical to understand and prepare for new forms of work. Six key areas of interest have the capacity to shift in how work or employment is organized, scheduled, and paid; education's role as a driver of work and jobs; technology's relationship to the expansion of disintermediated jobs; the globalization and mobilization of work and economies; rising social and economic inequality; diversity and inclusion; and adapting to longer, healthier lifespans. A good job entails transparency, flexibility, livable wages, inclusion and input, safety, and stability.

The automation conversation should focus on task automation – while only five percent of nearly 150 million jobs could be automated, 40 percent of their associated tasks could be. The tasks least likely to be automated include those revolving around empathy (e.g. nurse, therapist, and teacher roles). As the economy and labor force adapts to task automation, the world will need to craft policies to better utilize and benefit the work force. Ethics and policy are likely to grow as sectors, and key education may include arts and humanities, transparency, reliability, safety, and accountability.

Mr. Josh Sevin, Principal, Sevin Strategies, reviewed research conducted by the Economy League focused on the future of work through exploring changes in the Information Technology (IT) sector within an eleven-county tristate labor shed (including the nine DVRPC counties). There has been a shift towards higher skill jobs requiring higher levels of education. Whereas 19 percent of jobs created over the last decade allowed less than Bachelor's degrees, in the last year this share fell to less than 15 percent. This reflects a need to do better connecting individuals to jobs, and to provide better training where applicable.

Addressing the physical future of work, he spoke to the growth of the gig economy is reflected by the increase of coworking spaces in the region. He highlighted the impacts this may have on the region's planning and urban form, questioning if staggered commutes (e.g. non-traditional working hours) may reduce the capacity needs for transportation or transit needs. Education and Medical Organizations (Eds & Meds), which form the foundation of much of the region's economy and employment, are unlikely to "gig-i-fy."

Mr. H. Patrick Clancy, President & CEO, Philadelphia Works, asked all individuals in attendance to share the title of their first job. Responses reflected a wide range of roles, from field or farm work, to service sector jobs, to childcare. This dialogue opened the floor to a conversation about the value of entering the workforce and developing skills to maintain employment. The primary populations served by Philadelphia Works include a caseload of 12,000 single mothers, out-of-school youth, and adults experiencing significant employment changes. These changes may include switching jobs, dislocation, and securing employment after incarceration. The agency works with these populations to develop skills and help people get back to work. A key challenge in workforce development is the literacy level of the populations served; most of their clients are at a fifth-grade reading level. Professional development requires a literacy on-ramp to help individuals access the program and one is provided through a partnership with the Community College of Philadelphia. The audience was asked to consider other obstacles to employment that should be addressed by leaders, such as the expansion of benefits related to childcare often results in parents leaving their job to care for children.

Q & A

Q: How is PhilaPort handling the automation of ports?

A: PhilaPort is not currently at the scale and growth to automate like other ports may have; at a small port, labor intensity will be required longer.

Q: What is the role of payday lenders and people getting loans?

A: Education is critical to let people know they have options. It is important that the area expands opportunities to build financial literacy, especially to younger individuals.

Q: Is there stratification as workplaces becoming more mobile yet lower-wage jobs remain tethered to a location?

A: Panelists noted that this does reflect a trend, but emphasized that the gig economy is not an exclusively highly-skilled sector (e.g. call centers operated in individual households).

Preserving and Expanding Affordable Housing
Moderator: The Honorable Mark Squilla, Councilman, City of Philadelphia & DVRPC Board Vice Chair

Dr. Jack O'Byrne, Executive Director & Curator, Camden Shipyard & Maritime Museum/Waterfront South Artist Residency, began by describing the current state of affairs in Camden, New Jersey where there is affordability, but the focus is livability. The organization strives to be an anchor institution and a catalyst for making Camden's Waterfront South neighborhood a thriving and livable arts district. The church's former rectory was repurposed into a live/work space for the Waterfront South Artist Residency. The residency offers free housing in exchange for 10 hours of weekly work on public art. The projects included murals on the outside of the firehouse, public performances, and art education programs. Leveraged grant money has been used make public improvements like historic shipping bollards installed on the sidewalks and sculptures made from old stoops.

Mr. Christopher Trevisani, Director of Development, Housing Visions, began by describing the Interfaith housing model, then talked about the struggles with this portfolio and how this model of affordable housing is being carried forward today. Plans are in place to strengthen the organization's portfolio and provide additional services to residents. A Community Housing Development Organization (CHODO) was created, giving access to new funds to rehab properties and for day-to-day management. In addition, Housing Visions partnered with St. Mary Health Care, which donates $10,000–$15,000 per year for a non-eviction hardship fund. Tenants who face financial hardship or lose their job can apply and stay in their homes throughout hardship. Additional programs and services bolster the impact of their affordable housing developments. Housing Visions has launched a program called Block Blitz targeting two to three neighborhoods in an area for a block-wide rehab and cleanup project. This program has been widely successful, generating a lot of enthusiasm and participation amongst local residents.

Mr. Paul Leonard, Township Manager, Upper Dublin Township, spoke about how the generally affluent community sought to replace a 60+ year-old public housing facility with new affordable housing units. North Hills Manor is located in a historically African American neighborhood and is owned and operated by the Montgomery County Housing Authority. Initially, the residents opposed the development, which was proposed to place new units on adjacent township property currently home to a park and community pool. Plans called for building new recreational facilities on the land previously occupied by the demolished townhomes, but the community feared the loss or relocation of these amenities. Furthermore, those involved with the redevelopment realized that relocating tenants during construction was untenable; residents did not want to be relocated for fear of not returning. Instead, a phased transition was chosen. People were kept in their existing homes as construction was completed, then moved directly into new units featuring improved design features. This solution was well received by residents and made the replacement of affordable housing as seamless as possible.

Q & A

Q: What are the impacts of the new federal tax legislation?

A: On a project like Beech Street Property, it created a $3 million gap. Affordable housing developers are going to have to figure out how to fund the gap using public funding, private funding, or raising rents.

Q: How do you raise the issue of the need for affordable housing? What kinds of ordinance amendments or changes are needed?

A: In Upper Dublin there were not a lot of local ordinance, with the exception of a few parcels, the township employs traditional zoning. In the economic downturn, Upper Dublin had to rethink the area in terms of mixed use, without greater density, they would not get the kind of commercial development they wanted.

Making Your Municipality Mobile & Tech Savvy
Moderator: Mr. Sean Thompson, Director, NJDCA & DVRPC Board Member

Mr. Delmonico, Vice President, GovPilot, discussed their government management platform for collecting information digitally and sharing it across multiple departments. Having an accessible, cross-government database associated with residents, properties, and government assets leads to higher efficiencies, shorter processing time, greater transparency, and better customer service.

The Village of Ocean Beach, NY uses the platform to process all of their construction permits online, including making payments. The town's addresses were loaded into their database so that when an address is entered, the applicant only select from options that match records in the database. This prevents typos and multiple versions of an address for a single property. When the permit is submitted the applicant gets a receipt by either text or email.

Ms. Meghan Jaquier, Digital Engagement Strategist, Granicus Digital Engagement Services, talked about her company, Granicus, which offers a variety of technology platforms relevant to governments including: legislative management tools for meeting minutes management, bill status tracking, etc.; streaming services for live and recorded meetings where you can jump to the section of a video discussing a specific agenda topic of interest; and interactive texts where clients can hold dialog with subscribers to gain new insights from that audience. An example of the interactive texts was with the Michigan Department of Health and Human Services' Foster Care Program which needed to better understand the willingness and readiness of potential participants. They also assisted the Philadelphia Water Department in building strategies tied to technology for an income-based billing assistance program and were able to reengage over 15,000 subscribers.

She also spoke about GovDelivery Communications Cloud, a marketing operations platform to reach audiences by text, email, and multiple social media platforms at once. Studies show that the first thing people do each day is check their phone and the top three things they check on their phone are text, email, social networks. And on average, people are checking their phones 47 times a day. Email checking is on a downward trend and many emails are getting glossed over. Texts get pulled up and read and SMS (Short Message Service) messaging in small bites is the way to reach people. Perhaps most provocative to the crowd was her statement that, "no one is reading newsletters anymore."

Q&A

Q: Could GovPilot be used for an inventory of municipal assets and asset management?

A: Mr. Delmonico said organizational asset management is a bigger deal than they had originally imagined at GovPilot. He gave an example of how some are using it for tracking their vehicle fleets. Police can look up individual vehicles and find out what garage serviced it when and the government can use that data to decide whether to repair or replace a vehicle.

Q: Can you expound on newsletters some more? Older adults they may still find them to be valuable.

A: They can be useful in the right instances, for example, parks letting people know what programing is available that month. For many customers, however, more frequent, smaller bites see better results. She's currently working on an aging population campaign that's SMS based because "grandma gets texts better than emails"--a frequently used platform for sending newsletters.