
Partnership Citymart/Miami- Dade County Final Report

2017/08/8 R2

Contact

Julia Haselmayer
Head of City Partnerships
jh@citymart.com

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Introduction

Citymart Miami-Dade Knight Foundation Partnership

In July 2015, Miami-Dade County, supported by a grant from the Knight Foundation, started a partnership with Citymart to test a new approach to scoping, sourcing and evaluating goods and services.

This approach, known as ‘Problem-based Procurement’ (PbP) aims to transform the way cities solve problems by connecting them to new ideas through open challenges to citizens and entrepreneurs. Through PbP, cities emphasize the problem they ask the market to solve, as opposed to pre-specifying solutions. Experience in other cities has shown that this approach allows a more diverse set of vendors respond wider range of solutions to opportunities in a city, thereby creating more opportunity for local and small and medium businesses and stimulating innovation in government.

This report outlines the transformative value of the problem-based procurement process, lessons learnt and recommendations on how to scale this approach within the city.

Activities and objectives

The objective of the partnership was to apply Citymart’s Problem-based Procurement (PbP) methodology to Miami-Dade County’s process of sourcing and evaluation of solutions. The partnership consisted of following parts:

- 1) run the “Flood Resilience Challenge”, a problem-based procurement¹ to refine this methodology and explore variations in how it is implemented; and
- 2) establish a structure, tools and process within the city that can be repeated.

Specifically, the objectives were to:

- Determine smarter ways to identify problems, source and evaluate solutions,
- Achieve greater visibility and accountability early in problem definition phase,
- Match relevant county needs with available solutions through new forms of market engagement,
- Diversify the vendor base and create new opportunities for local businesses.

Flood Resilience Challenge

Overview

Title: Making Miami-Dade County More Flood Resilient

Challenge Owners:

- Katherine Hagemann, Resilience Program Manager, Office of Resilience

¹ The partnership was rescope in November 2016 from multiple procurements to a single challenge due to difficulties by Miami-Dade County to identify multiple projects for the program over the course of the initial 15 months of the contract.

- Robert Warren, Real Estate Advisor, Department of Regulatory and Economic Resources(RER), Economic Development

Procurement Type: Request for Information (RFI)

Challenge Summary: To make Miami-Dade County more resilient to rising sea levels, the County is looking for cost-effective approaches to manage storm water to reduce flood risks in the Arch Creek Basin, an area with elevated groundwater. Two proposals will be invited to discuss their solution in greater detail and the possibility of implementation with County stakeholders.

Description:

Miami-Dade County is vulnerable to rising sea levels, which could lead to more frequent and more severe flooding. Flooding can result in short-term and long-term impacts to County residents and infrastructure—residential and commercial property damages; potentially affect property values; reduce water quality; and cause a temporary loss of parking spaces, green parks, and other public spaces. Rising sea levels and flooding effect many residents, properties, and infrastructure assets across the county, but its impact is pronounced in the Arch Creek Basin, an area with many properties that have been repeatedly affected by flooding.

Arch Creek Basin is a 2,838-acre drainage basin that is economically diverse, densely populated, and may be benefiting from a new commuter-rail station as part of the Coastal Link Tri-Rail expansion. The Arch Creek Basin area includes land in North Miami, North Miami Beach, Miami Shores, Biscayne Park and unincorporated Miami-Dade County. The stormwater basin is an area of relatively low-elevation, which creates challenges for the existing drainage systems. The area also has many areas of impervious surfaces, which contributes to the localized flooding, which has on occasion become severe during storm events. The area is also vulnerable to flooding from tropical storm surge and high-tide events. Many streets are affected by temporary flooding due to their low-elevation and proximity to the groundwater table and sea level during the “king tides” (seasonal high tides). There is a concerted effort—by policymakers, professionals, and citizen groups—to find innovative, scalable approaches to address the effects of climate change and protect residents in a way that is both environmentally and financially sustainable.

Miami-Dade County is calling for ideas to help minimize the risk of flooding from stormwater in the Arch Creek Basin—reducing the risks of a disaster and making communities more resilient to the impact of climate change.

Goal

Miami-Dade County is looking for creative proposals of all types on how to manage stormwater to reduce flood risks in the Arch Creek Basin without significantly increasing energy demand for water management. It is looking specifically for small-scale interventions that can be used in neighborhoods, which will complement countywide, large-scale infrastructure projects. Ideally, these solutions would be passive and would require low or no continual energy inputs and they should be cost-effective so that they can be scaled up.

The County is strongly interested in:

- Solutions beyond the typical “off the shelf” engineering solutions of pipes and pumps as some of the traditional interventions can be expensive, may provide little additional

protection in the case of a severe storm, and may not build incremental protection to sea level rise. Solution providers can propose tested solutions as well as novel ideas.

- innovative, cost-effective solutions that require minimal energy inputs and accommodate the daily needs of residents such as space for parking.
- in Low Impact Development practices and solutions that are sustainable and environmentally friendly as well as data management solutions and monitoring systems in the field of water management. The County is not interested in solutions that result in the collection of rain water due to Countywide mosquito control measures.

Submission data:

Submissions received: 20, with one submission disqualified

Type of organizations that participated: All submissions represented either small to medium companies or government entities; no major corporations participated.

Geographic location of participants: 18 out of 19 valid submissions came from outside the Miami-Dade area.

Submissions shortlisted: 6

Vendors selected for interviews: 3

A survey was conducted amongst the participant after submission deadline was closed to ask them about their experience. The results are attached in the Annex

Next steps

Challenge Outcome: Due to the lack of immediately available funding for this challenge, Miami-Dade County launched a Request for Information. An RFI is an alternative to a county procurement, in which the County first seeks information about available solutions to a problem. The Challenge Team will invite at least two Responders to “meet” with a variety of County Stakeholders to discuss their proposed solutions in greater detail as well as potential implementation options. After meeting with the Responders, the County can proceed to procure one or multiple solutions submitted to this RFI.

Problem-based Procurement

Overview

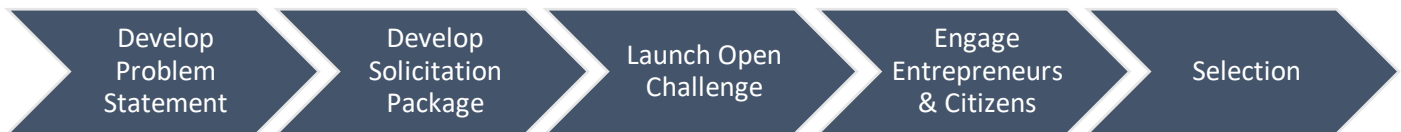
PbP is the method by which a city releases a problem-statement, as opposed to a detailed set of specifications, presenting the objectives and desired outcomes in clear measurable ways without specifying a solution.

By articulating problem-statements as the basis for procurement actions, city administrations pursue a range of objectives:

- Eliminate the risk that limited market knowledge results in costly re-invention or missing out on unknown solutions available elsewhere;

- Build stronger cross-departmental support by focusing on outcomes rather than wrangling over the design of preferred solutions;
- Make problem-solving and procurement an open, understandable and documented process;
- Diversify the vendor-base able to compete on the merit of different approaches, business models and risk-sharing ability;
- Become more transparent.

PbP is a five-step process that leverages strategy, market research, and active outreach to maximize the results of a procurement.



This approach is particularly scalable as it does not require regulatory changes but builds on existing procurement paths such as Requests for Proposals (RFP), Demonstration Projects, Concessions, Design / Ideas Competitions, and Requests for Information (RFI).

Step #1: Develop problem statement

Description:

Problems that are suitable for the PbP approach are validated and turned into well-defined problem statements that present the critical aspects of the problem in a clear, concise, digestible manner. This process aligns stakeholders around the core dimensions of the problem including measures of success (KPIs), acceptable financing and business models, timeframes, commitments that feed into the problem statement and leadership.

Early market testing feeds into the problem definition, providing intelligence about market-readiness and maturity of available solutions.

Case: Miami-Dade application (Flood Resilience Challenge)

The Resilience team was very clear from the onset, what problem area they wanted to address, which helped the Problem Framing process. Although there was no budget, they realized that this process can help the county create a budget line around a promising solution to a problem.

Citymart provided the team with market insights throughout the process to improve the problem statement and RFI terms & conditions. In all, Citymart identified 98 suitable solutions in the global market. Best practice guidelines for communication helped create an RFI process that was more accessible to a more diverse group of vendors.

Key recommendations

- Involve stakeholders across departments early-on to inform the problem statement and assure their buy-in;
- Involve legal departments early-on to tackle potential issues before they become intractable;

- Market intelligence strengthens the problem statement and inspires the team to imagine different futures;
- Problem Statements + terms & conditions need to clearly communicate the challenge and be understandable by anyone.

Step #2: Develop solicitation package

Description:

Package the problem statement into an open challenge with clear instructions on how to submit solutions, evaluation criteria, terms and conditions, and incentives to participate. Every city has a uniquely complex procurement structure with different ways to bring a problem to market. The overarching objective of the partnership is to encourage cities to create “leaner” procurement paths that are lighter, cheaper, faster, and with lower barriers to entry.

Case: Miami-Dade application (Flood Resilience Challenge)

The Resilience team concluded early on that the challenge should not be a competition for ideas, but a means for the County to source viable solutions to contract in some capacity to address the problem.

The county’s Request for Information process offered both the right flexibility for the resilience team to move forward swiftly, as well as the possibility for selected vendors to meet the project team to discuss the proposed solution and possible implementation further. This made the opportunity much more interesting for vendors, as in particular smaller sized vendors often struggle to talk to right people about their offering.

Citymart’s framework helped the county link evaluation criteria directly to the submission questions and process, increasing clarity for both vendors and evaluators. As a result, proposals were easy to compare, making both the submission and evaluation process more straightforward even with the larger bid numbers.

Key recommendations

- Clearly and concisely communicate what information is required and how to submit proposal
- Clearly and concisely communicate the opportunity to the vendors and simplify requirements
- Establish clear and transparent evaluation criteria and process.
- Develop submission frameworks based on the evaluation criteria and process
- Look for and address potential regulations that could disqualify successful solutions from scaling

Step #3: Launch challenge

Description:

Engaging the market is critical to maximizing responses to any kind of challenge or procurements. Cities rarely put in the same effort into communications when they launch a procurement as they do at the launch of a new program or publication of a new report. By preparing the launch well and actively marketing the opportunity, the City can encourage a greater number of submissions and obtain a wider variety of creative ideas and solutions.

Case: Miami-Dade application (Flood Resilience Challenge)

To increase visibility, the team decided to create a special challenge webpage, where all relevant information could be found. The page was hosted on Citymart.com and linked to Miami-Dade's official webpage. (See Annex). 673 unique visitors accessed the challenge announcements over the 30 day period that the challenge was open. This compares to an average of 1,300 visitors over an average 70 day period in Citymart challenges globally.

A communication plan laid all actions to be taken and an outreach kit, containing templates for emails and social media posts, made it easier for all involved to communicate clearly and align the messaging.

To create a momentum, Miami – Dade's communications team released a press release to launch the Challenge in tandem with a social media campaign by Citymart.

Key recommendations

- Create a place to announce the procurement, designed to excite potential participants and citizens alike;
- Create a communication strategy aligns and supports all involved;
- Establish clear and open communication plan (as allowed by the procurement vehicle) that addresses the market through various channels (email, phone, social media, press, etc.);
- Use language that anyone can understand – even those unfamiliar with the topic;
- Consider extending the submission period, where possible, to the recommended 60-90 days that is shown to increase engagement and participation.

Step #4: Engage market

Description

Assuring the opportunity gets widely spread in the market as well as communicated to relevant providers is critical to maximizing responses to procurements. Actively marketing the opportunity to the right audience will increased the participation and submissions received. 20 submissions were received for the Flood Resilience Challenge, which is three times more than comparable RFI/RFP results in cities comparable to Miami-Dade County.

Case: Miami-Dade application (Flood Resilience Challenge)

Improving flood resilience is quite technical, so it was key to use short, clear, generic language that anyone could understand and then share with their network. This enabled audiences to easily digest the information, understand what the goal of the challenge was, and spread the word. Citymart's communications plan had easy instructions that enabled citizens, partners and vendors to not only learn about the challenge but to become ambassadors themselves.

Citymart and the Miami-Dade County Office of Regulatory and Economic Resources took a multi-pronged approach to engagement. Utilizing social media, targeted emails, phone calls, and news coverage helped to increase the target audience beyond the Miami region to an international network of flood resilience practitioners and others outside the field.

Citymart uses data to plan communications. 98 vendors were identified as targets in its extensive solutions database, which helped monitor progress and set expectations against global

benchmarks. Targeted engagement of known vendors as well as a broader public engagement helped achieve good a 1:5 conversion rate.

Active communication further reassured solution providers that there were actual people on the other side of this challenge and gave them confidence to apply – it helped them feel like there was a fair shot and that their application would receive a fair review.

Key points to be considered:

Best practice

Solution providers reported that Citymart’s multi-channel persistent engagement helps assure that they indeed take notice, are reminded to act and submit a proposal. This consistent, repetitive and continually refined outreach helps ensure the best participation rates.

- Design a public impact story around the challenge that invites media coverage;
- Leverage media where possible to help publicize the challenge;
- Targeted outreach to relevant vendors alerting them of the opportunities;
- Engage partner organizations such as 100 Resilient Cities or Urban.US to multiply reach;
- Publication of all Q&As and additional relevant bid information;
- Fair, equal, and open technical assistance to all vendors.

Step #5: Select the best solution

Description

The evaluation of solutions is best carried out by a multi-disciplinary evaluation committee that includes stakeholders that are affected by the problem and responsible for solution implementation. By establishing clear evaluation and submission criteria before the challenge launch, solutions can be measured against the original objectives. Thus, the assessment process is more objective and is less influenced by the solutions and providers that are identified in the process.

Case: Miami-Dade application (Flood Resilience Challenge)

The challenge team established the evaluation and submission criteria during the creation of the solicitation package, before the challenge went live. It chose a two-round evaluation system: an evaluation team, consisting of three members, scored the submission individually in the first round using a scoring system for the evaluation criteria. The six highest scoring solutions were then assessed by a second group of evaluators to choose the solutions that were going to be invited. Having established the process in detail early on, allowed the evaluation team to execute the process swiftly without much delay.

Key recommendations

- Assure robust evaluation criteria early in the process that match the submission requirements;
- Plan evaluation process early;
- Assure diverse group of evaluators, ideally stakeholders or experts;
- Invite evaluators early and to assure availability and commitment;
- Decide on evaluation format most suitable to the challenge;

- Report feedback to participants as a matter of respect for their efforts; vendors find this invaluable and rate governments highly that help them learn.

Integrating Problem-based Procurement in Miami-Dade County Government

Recommendations for next steps

Miami-Dade County encountered more difficulties than other cities working with Citymart to identify actionable projects for this partnership. Like most cities, Miami-Dade County did not have an inventory of problems, needs or projects at the outset, leading to a lengthy discovery process.

Causes for these difficulties are probably a combination of factors. In the end, it was the resilience team that successfully implemented the first problem-based procurement process in Miami and reported a high ROI – of the 19 solutions evaluated, only two off those were known to the team beforehand. This group had catalogued problems to be solved in the city and appeared eager to embark on a process that might bring new solutions to Miami.

We hope that the experience of this challenge will serve as a success story that can help inspire leadership and teams across the county.

Success in problem-based procurement is a combination of leadership, good project management, collaboration across departments, access to data and insights and an intentional approach to problem solving.

To help city and county governments generate more traction, faster, Citymart has developed a new online platform that helps officials more quickly build inventories of actionable problems and develop projects drawing on best practices around the world. The platform further empowers city employees to deliver better services, connecting them to solutions, projects and peers across departments and other global cities.

In Austin (TX), for example, city employees developed more than 174 project opportunities in just two weeks using Citymart's online tools.

Citymart's online platform offers following key functions:

- Opportunity Builder: allows city to capture and give visibility to projects using best practice workflows, connecting them to related internal projects across departments
- Market intelligence: allows user to discover related projects in cities around the world and to get inspiration on possible solutions to achieve best results
- First-hand insights: connects users to people with relevant experience in related projects across departments and cities
- Market engagement, which gives an understanding of the total addressable market and leverages Citymart's solutions database to promotes CFIs to reach new vendor groups and multiply participation.

Citymart will be delighted to demonstrate the platform to Miami-Dade County for evaluation.

Annex:

I: Challenge Webpage

MIAMI-DADE FLOOD RESILIENCE CHALLENGE

To make Miami-Dade County more resilient to rising sea levels, the County is looking for cost-effective approaches to manage stormwater and reduce flood risks in the Arch Creek Basin, an area with elevated groundwater.

Submission has been extended to 5:00 p.m. EST on Friday, June 9th, 2017. At least two responders will be invited to meet with County government stakeholders to discuss their proposals in greater detail and the possibility of implementation. Submit a proposal to green@miamidade.gov

CHALLENGE CLOSED



The Challenge

Miami-Dade County is vulnerable to rising sea levels, which has the potential to lead to more frequent and severe flooding. Flooding can result in short-term and long-term impacts to County residents and infrastructure—residential and commercial property damages; potentially affect property values; reduce water quality; and cause a temporary loss of parking spaces, green parks, and other public spaces. Rising sea levels and flooding may affect many residents, properties, and infrastructure assets across the county. One area that has experienced more flooding historically is the Arch Creek Basin.

Arch Creek Basin is a 2,838-acre drainage basin that is economically diverse, densely populated, and may be benefiting from a new commuter-rail station as part of the Coastal Link Tri-Rail expansion. The Arch Creek Basin area includes land in North Miami, North Miami Beach, Miami Shores, Biscayne Park and unincorporated Miami-Dade County. The stormwater basin is an area of relatively low-elevation, which creates challenges for the existing drainage systems. The Arch Creek Basin also has many sites with impervious surfaces. These sites contribute to localized flooding, which has on occasion become severe during storm events. The area is also vulnerable to flooding from tropical storm surge and high-tide events. Many streets are affected by temporary flooding due to their low-elevation, proximity to the groundwater table, and proximity to the bay during “king tides” (seasonal high tides). There is already a concerted effort—by policymakers, professionals, and citizen groups—to find innovative, scalable approaches to address the effects of climate change and protect residents in a way that is both environmentally and financially sustainable.

Miami-Dade County is calling for ideas to help minimize the risk of flooding from rain events in the Arch Creek Basin—reducing the risk of disaster and making communities more resilient to the impact of climate change.

What Miami-Dade County is Looking For

This RFI is a call for creative proposals of all types on how to reduce flood risks in the Arch Creek Basin without significantly increasing energy demand for water management. The County is looking for small-scale interventions that can be used in neighborhoods, which will complement countywide, large-scale infrastructure projects. Ideally, these solutions would be passively maintained and would require low or no continual energy inputs, and they should be cost-effective so that they can be scaled up across the County.

The County is looking for solutions beyond the typical “off the shelf” engineering solutions of pipes and pumps, as some of the traditional interventions can be expensive, may only provide limited additional protection in the case of severe storms, and may not build incremental protection to sea level rise. Responders can propose tested solutions as well as novel ideas.

The County is strongly interested in innovative, cost-effective solutions that require minimal energy inputs and accommodate the daily needs of residents such as space for recreation.

The County is also highly interested in Low Impact Development practices and solutions that are sustainable and improve water quality as well as data management solutions and monitoring systems in the field of water management. All proposals that involve the collection of rain water must demonstrate due consideration of the need for mosquito control measures.

The Opportunity

An RFI is an alternative to a county procurement, in which the Miami-Dade County first seeks information about available solutions to a problem. The County will invite at least two responders to meet with a variety of County stakeholders to discuss their proposed solutions in greater detail as well as potential implementation options. After meeting with the responders, the County may decide to procure and implement one or both solutions submitted to this RFI.

How To Submit A Response

Read the Request for Information [here](#).

To apply, please submit your proposal to green@miamidadade.gov Submission has been extended to **5:00 p.m. EST on Friday, June 9th, 2017**. Please send your response as one electronic copy in machine-readable format (MS Word format or PDF). Emails should be addressed to Katherine Hagemann with the subject line "Flood Resilience Challenge – First Name, Last Name".

If you have any questions, please refer to the Frequently Asked Questions (FAQs) in Appendix C of the [RFI](#). **If you do not see your question listed, please email any additional questions to green@miamidadade.gov by 5:00 p.m. EST on Friday, May 26, 2017** —emails should be addressed to Katherine Hagemann with the subject line "Flood Resilience Challenge Question". All questions will be answered and shared in the following section of this webpage (Challenge Documents and Additional Information) by Tuesday, June 6th, 2017.

Documents & Additional Information

RFI

Download the Miami-Dade Flood Resilience Challenge Request for Information.

Q & A Responses

Read responses from Miami-Dade County government to questions about the Flood Resilience Challenge

[READ Q&A](#)

Press Release

Read a press release from Miami-Dade County about the Miami-Dade Flood Resilience Challenge

[READ RELEASE](#)

Partners

Funding for this endeavor is made possible by the John S. and James L. Knight Foundation.

Miami-Dade County

Miami-Dade County's Office of Resilience, a division of the Department of Regulatory and Economic Resources, collaborates with County agencies, business groups, nonprofit organizations and other stakeholders to effectively integrate resilience into programs, operations and policies.

Citymart

Citymart transforms the way cities solve problems, connecting them with new ideas through open challenges to entrepreneurs and citizens. Our method has helped more than 60 cities around the world from San Francisco to London and Barcelona to Rio de Janeiro find proven solutions. Citymart partners with cities to rethink their spending habits so they focus on what problems they need to solve instead of what things they want to buy.



Miami-Dade Stormwater Challenge: Communications Plan

Challenge Summary

To make Miami-Dade County more resilient to rising sea levels, the County is looking for cost-effective approaches to manage storm water to reduce flood risks in the Arch Creek Basin, an area with elevated groundwater. Two proposals will be invited to discuss their solution in greater detail and the possibility of implementation with County stakeholders.

Title: Making Miami-Dade County More Flood Resilient

Challenge Owners: Katherine Hagemann (RER) and Robert Warren (RER)

Procurement Type: Request for Information (RFI)

Challenge Outcome: An RFI is an alternative to a county procurement, in which the County first seeks information about available solutions to a problem. The Challenge Team will invite at least two Responders to “meet” with a variety of County Stakeholders to discuss their proposed solutions in greater detail as well as potential implementation options. After meeting with the Responders, the County might decide to procure and implement one or both solutions submitted to this RFI.

Challenge Launch Date: May 1, 2017

Challenge Close Date: May 31, 2017

Overview of Communications and Outreach

Miami-Dade County is Citymart’s most important partner in the communications and promotion of this Challenge. In our experience of running over 100 open challenges, the best results happen when participating cities take an active role in promoting challenges to their local and national networks. This sends an inspiring message to potential Responders by showing a strong commitment. This is also a great opportunity to promote and raise awareness of Miami-Dade’s innovative approach to procurement.

The value of Citymart’s communications and outreach campaign lies in the combination of broad outreach with a tailored headhunter approach. We use our well established channels and networks to promote the Challenge, while also actively searching for the most appropriate solutions in the market. This allows us to reach a wide audience and ensure the best support is available to potential Responders.

While our communications and outreach campaigns are flexible and iterative to accommodate the particularities of each challenge and market, they generally consist of three phases:

1. Market research phase to help understand the field;
2. Solution research to identify potential Responders; and

3. Solution outreach to invite solution providers to the Challenge directly and provide submission support.

Overview of Citymart Actions

- **Challenge landing page** – Citymart will host the Challenge landing page on the Citymart website, displaying all relevant information about the Challenge as well as host the RFI solicitation document to view and download.
- **Outreach Kit** – A kit of messaging templates and language to be used by all partners interested in spreading the word about the Challenge. This contains information about the Challenge, the program and partners, as well as boilerplates, template emails and social media posts.
- **Social media campaign** – Twitter, Facebook and LinkedIn are used to publicly promote the Challenge.
- **Networks and experts** – Citymart reaches out to relevant networks (for example: universities, guilds and professional associations, community organizations, and so on) and leading professionals in the sector to gain insight into the Challenge and potential Responders, as well as spreading the word about the Challenge.
- **Individuals and companies** – Citymart reaches out to the solution providers identified over the course of our research. This includes building direct relationships through regular conversations and follow ups by email and phone calls. The Challenge is also promoted to our database of social and urban solution providers built up in our 100+ challenges.
- **Partner cities** – Citymart provides material to our international network of cities to extend the Challenge to their local business communities. This includes direct outreach to cities who have recently undertaken similar projects.

Overview of suggested Miami-Dade Actions

In our experience, challenges deliver the best results when cities take an active role in promoting challenges to their local and national networks.

- **Press release** – Miami-Dade County announces the Challenge through a widely-distributed press release.
- **Social media campaign** – Twitter, Facebook and LinkedIn activity to promote the Challenge to relevant networks, organizations, people and companies. Publishing own posts (see Outreach Kit ‘social media’), reaching out to partners/relevant local organizations, and retweeting/liking Citymart publications.
- **Networks** – Miami-Dade builds a list of relevant networks in the local area (universities, innovation hubs, guilds and professional associations, urban planners, NGO’s startup communities, etc.) and decides who they would like to contact directly, and who they would like Citymart to contact to promote the challenge.
- **Offline** – Miami-Dade explores how to raise awareness offline in the local community. This may include pitching the Challenge at local Meetups, university events, local

newspapers, posters, events, radio, and other relevant community forums and media channels.

- **Internal** – Miami-Dade raises awareness about the Challenge within the county government to gain internal buy-in, making use of internal knowledge and ideas.
- **County networks** – Miami-Dade informs relevant departments in neighboring cities about the challenges, inviting them to share their expertise and suggest potential solution providers, as well as sharing learnings from the process.
- **Experts** – Miami-Dade finds local/national champions (political figures, celebrities, TV or radio hosts) who can help promote the initiative either online or offline.
- **Individuals and companies** – Miami-Dade directs interested Responders to Citymart, who will then guide them through the Challenge and submission procedure.

III: Survey Results

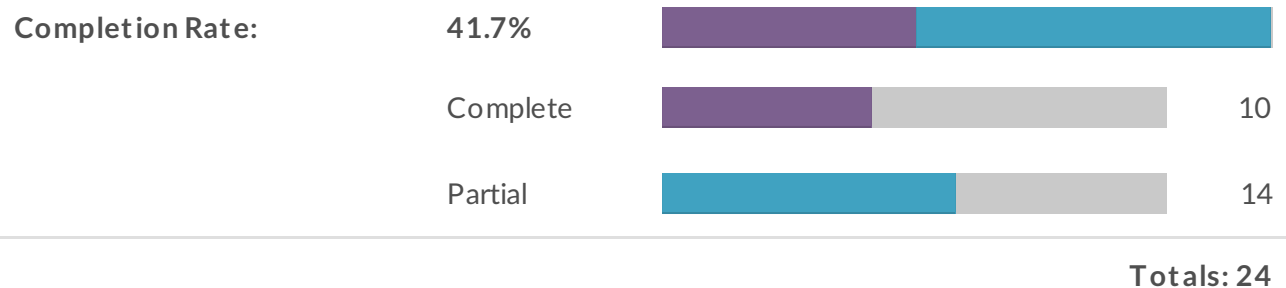
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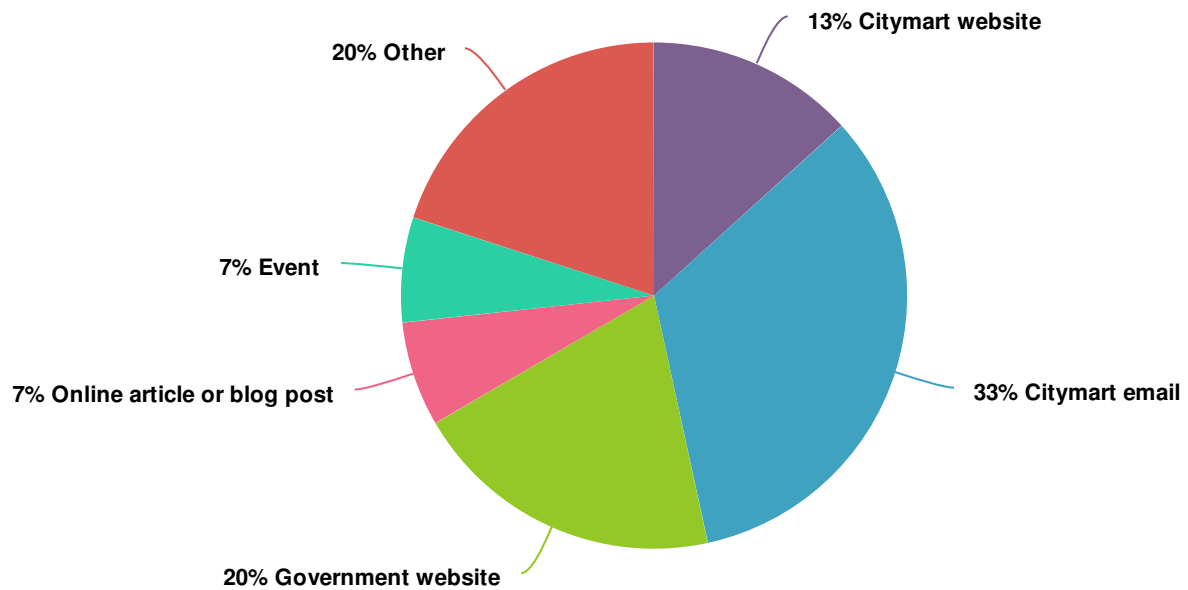
Only show: Response Submitted between June 20, 2017 and August 7, 2017 (inclusive)

Report for Open Challenge Participant Survey

Response Counts



1. Let's start. How did you find out about the challenge?

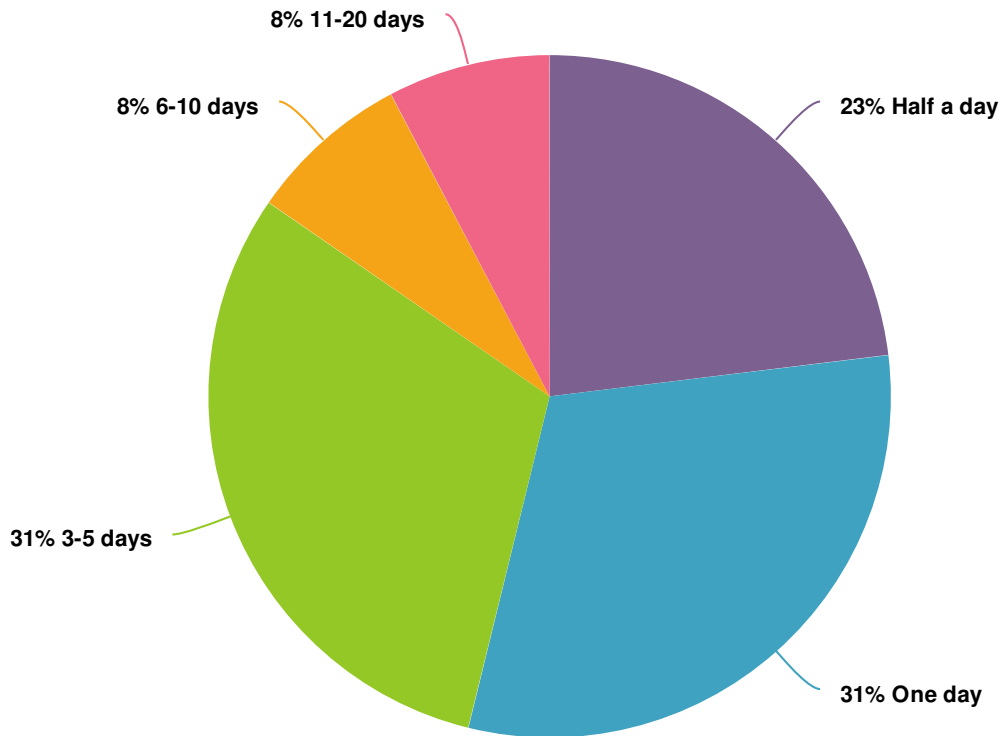


Value		Percent	Responses
Citymart website	<div><div></div></div>	13.3%	2
Citymart email	<div><div></div></div>	33.3%	5
Government website	<div><div></div></div>	20.0%	3
Online article or blog post	<div><div></div></div>	6.7%	1
Event	<div><div></div></div>	6.7%	1
Other	<div><div></div></div>	20.0%	3

Totals: 15

Other	Count
Citymart contacted me with a request to submit	1
Direct contact	1
Totals	2

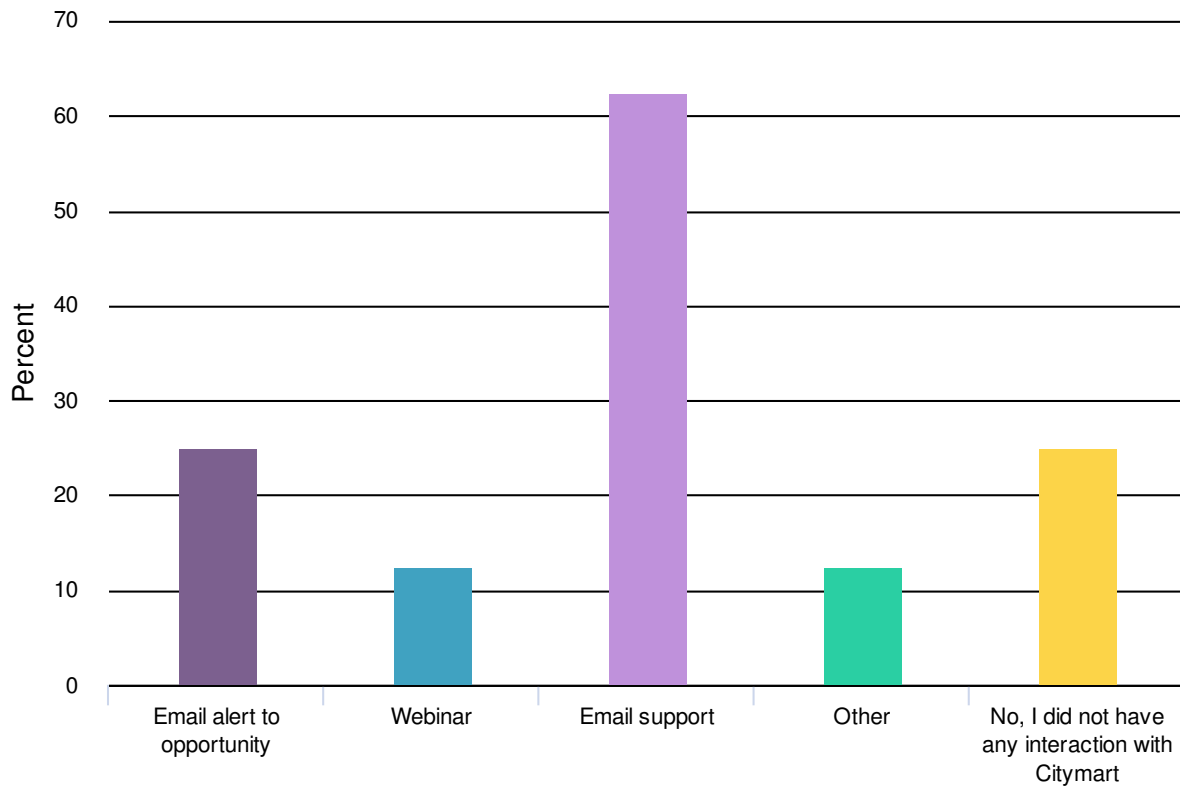
2. How much time did you invest in putting your proposal together?



Value		Percent	Responses
Half a day	<div><div></div></div>	23.1%	3
One day	<div><div></div></div>	30.8%	4
3-5 days	<div><div></div></div>	30.8%	4
6-10 days	<div><div></div></div>	7.7%	1
11-20 days	<div><div></div></div>	7.7%	1

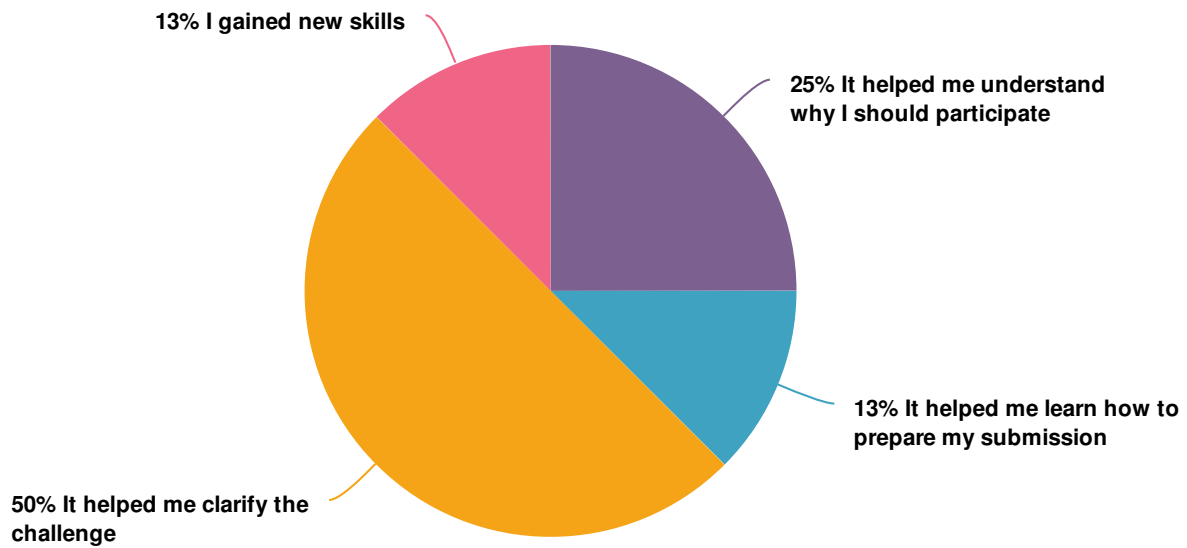
Totals: 13





3. Did you interact with the Citymart team? (select all that apply)



Value		Percent	Responses
Email alert to opportunity		25.0%	2
Webinar		12.5%	1
Email support		62.5%	5
Other		12.5%	1
No, I did not have any interaction with Citymart		25.0%	2

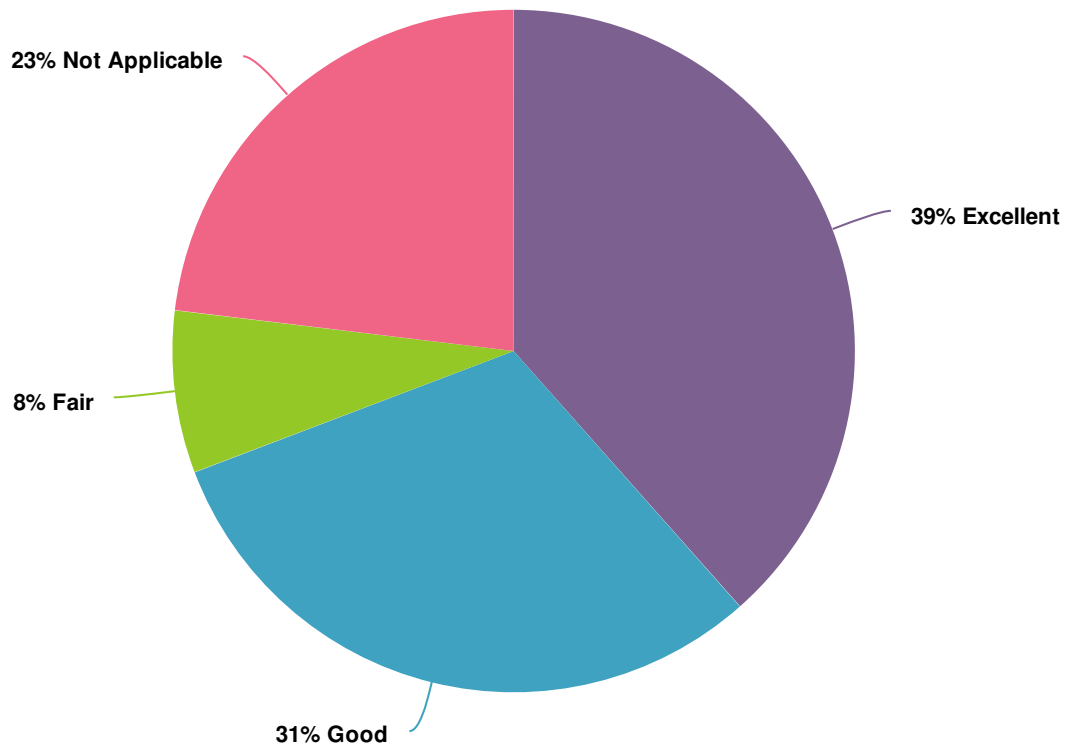
4. In what ways did this interaction help your submission?



Value		Percent	Responses
It helped me understand why I should participate		25.0%	2
It helped me learn how to prepare my submission		12.5%	1
It helped me clarify the challenge		50.0%	4
I gained new skills		12.5%	1
Totals: 8			

Other	Count
Totals	0

5. Please rate City or County staff's communication with you regarding the processing of your submission (before, during, and after).



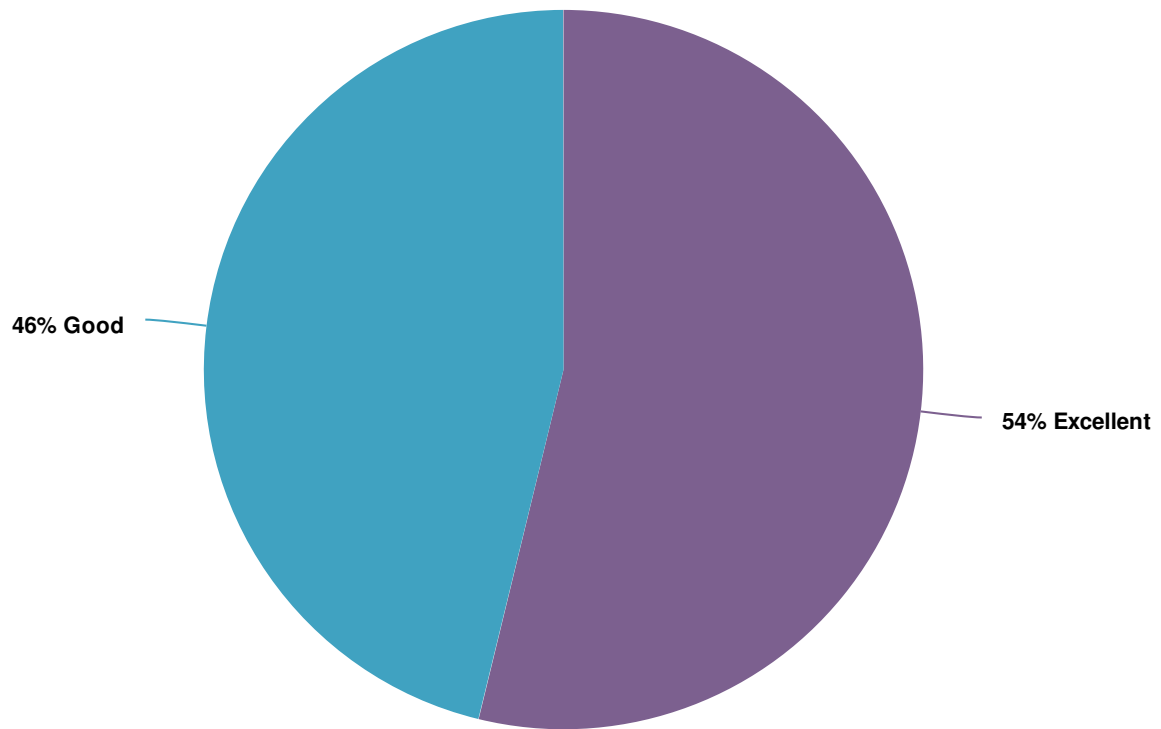
Value		Percent	Responses
Excellent	<div><div></div></div>	38.5%	5
Good	<div><div></div></div>	30.8%	4
Fair	<div><div></div></div>	7.7%	1
Not Applicable	<div><div></div></div>	23.1%	3
Totals: 13			

6. What was the most difficult part of the submission process?

sufficient
 questions
 erwryw45y4w5y346yu34y
 jb difficult hope
 submitted find link
 responses

Count	Response
1	,jb
1	I never did see the responses to questions submitted. The link to find them "here" wasn't active. So I hope what we submitted is sufficient! You never do know...
1	It was not difficult
1	Nothing
1	erwryw45y4w5y346yu34y

7. Please rate your overall experience with the submission processes and procedures.



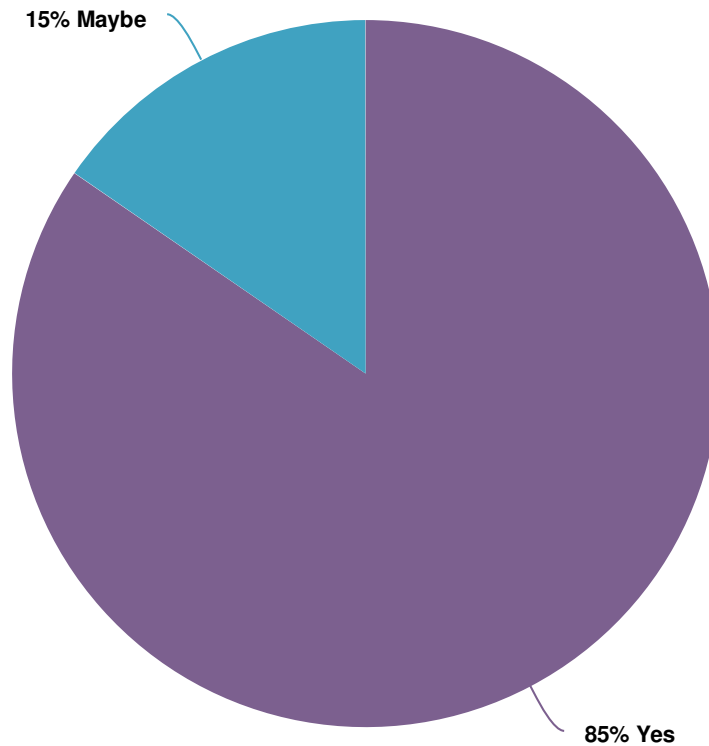
Value		Percent	Responses
Excellent	<div><div></div><div></div></div>	53.8%	7
Good	<div><div></div><div></div></div>	46.2%	6
Totals: 13			

8. Please describe any process improvement suggestions.

y53e6u
 visuals helpful
 citymart responses
 pictures arose mjhcg.l
 protect easy
 questions incredibly

Count	Response
1	As above - responses to questions as they arose would have been helpful. But overall, it was very easy and Citymart was incredibly helpful!
1	Maybe visuals of the area we need to protect. Pictures...
1	mjhcg.l,
1	y53e6u

9. Would you consider submitting proposals to open challenges in the future?



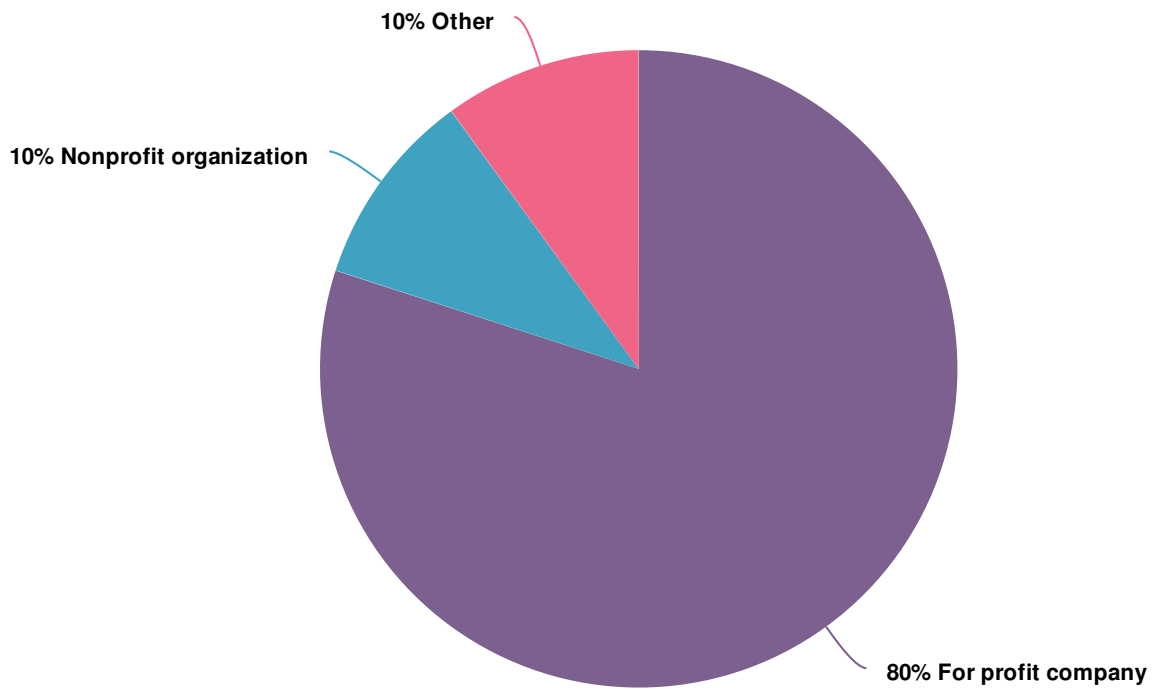
Value		Percent	Responses
Yes	<div><div></div></div>	84.6%	11
Maybe	<div><div></div></div>	15.4%	2
Totals: 13			

10. Where do you normally hear about opportunities? Are there any portals/pages/forums/groups you use?

networking
 splashlink email feel
 nope call phone
 or kujydf
 participate

Count	Response
1	56u456u546u546u
1	I usually get an email or phone call asking us to participate. Nope....although I feel like I should be on them.
1	Networking
1	Splashlink
1	kujydf

11. What type of organization do you represent?

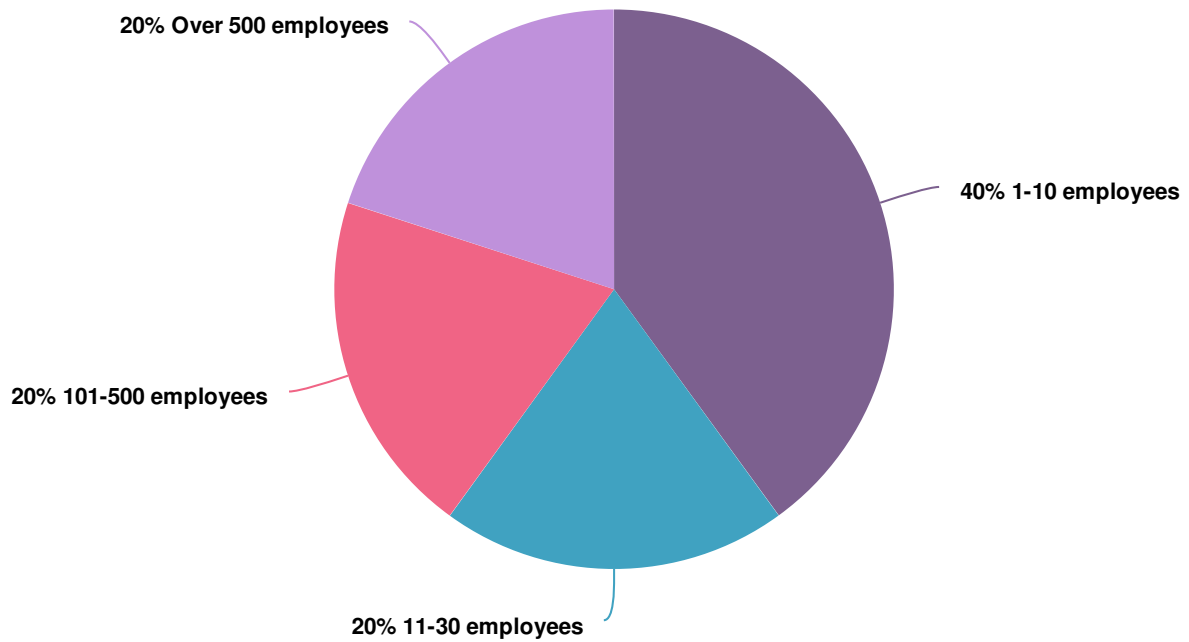


Value		Percent	Responses
For profit company	<div><div style="width: 80%;"></div></div>	80.0%	8
Nonprofit organization	<div><div style="width: 10%;"></div></div>	10.0%	1
Other	<div><div style="width: 10%;"></div></div>	10.0%	1

Totals: 10

Other	Count
City	1
Totals	1

12. How many employees work for your organization?



Value		Percent	Responses
1-10 employees	<div><div></div></div>	40.0%	4
11-30 employees	<div><div></div></div>	20.0%	2
101-500 employees	<div><div></div></div>	20.0%	2
Over 500 employees	<div><div></div></div>	20.0%	2

Totals: 10

13. Where is your business located?

City



Count

Response

1

Amersfoort

1

Atlanta

1

Benson

1

Boston

1

North Miami Beach

1

Rijswijk

1

Seattle

1

Worton

1

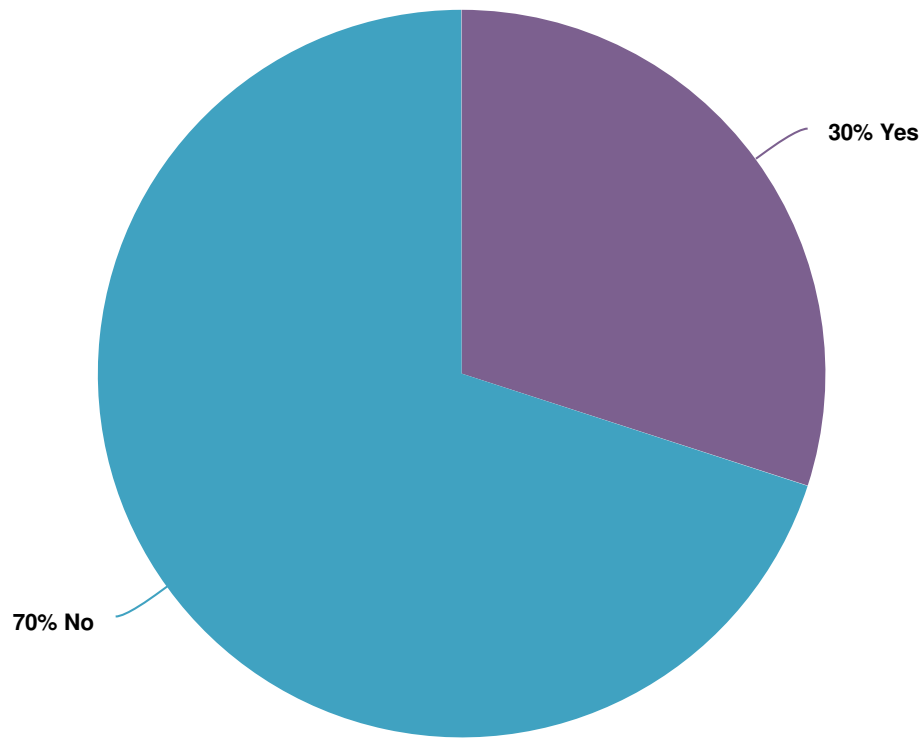
houston

Country



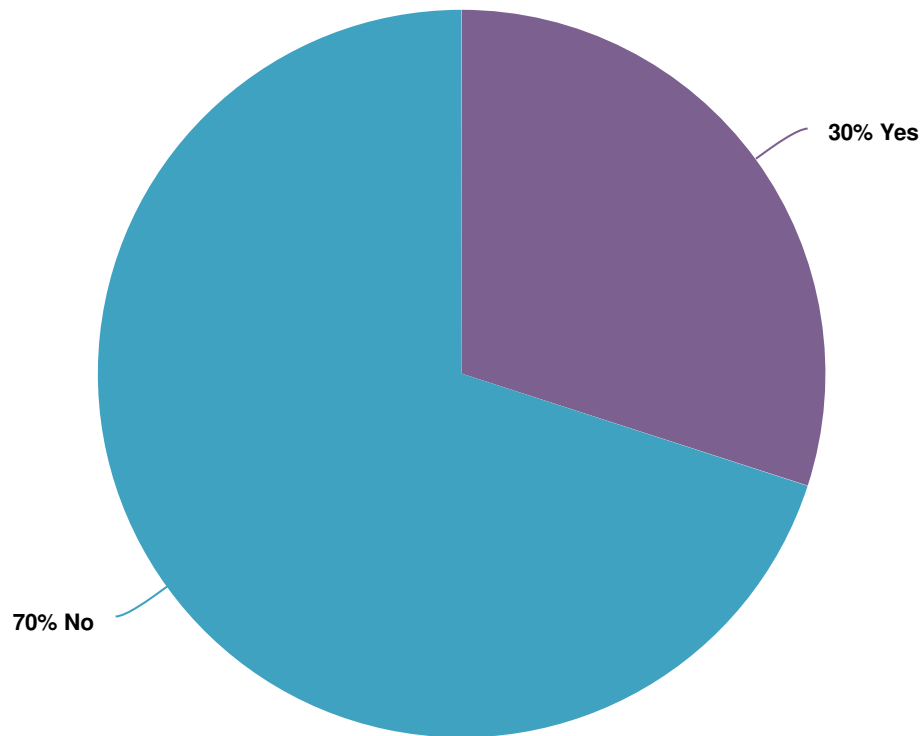
Count	Response
3	USA
3	United States
1	Netherlands
1	USA
1	the Netherlands

14. Do you represent a minority or woman owned business?



Value		Percent	Responses
Yes	<div><div></div></div>	30.0%	3
No	<div><div></div></div>	70.0%	7
Totals: 10			

15. Would you be available for a 20 minute phone conversation with a Citymart staff member so that we can further improve this process?



Value		Percent	Responses
Yes	<div><div></div></div>	30.0%	3
No	<div><div></div></div>	70.0%	7
			Totals: 10

16. My email address is:

Count	Response
1	corey.claussen@customrotomold.com
1	erin@stormsensor.io
1	iambergeson@gmail.com

