



GEORGIA **SMART** COMMUNITIES CHALLENGE

Georgia Smart Communities Challenge Program Guide

Overview of Opportunity

Direct Funding Opportunity Summary:	Up to \$50,000 in Direct Funding for four Local Governments within the State of Georgia to Conduct Smart Community Technology Projects
Funding Opportunity Title:	Georgia Smart Communities Challenge (“Georgia Smart”)
Announcement Type:	This is the initial announcement of this funding opportunity. This is not a follow-on notice.
Application Due Date:	Applications due by <u>05/01/2018</u> at 5:00 P.M. Eastern Daylight Time. Applications should be submitted online at http://smartcities.gatech.edu
Questions:	Submit Questions to: scii@ipat.gatech.edu



Table of Contents

1	Program Description	3
2	Smart Community Projects.....	4
2.1	General Guidelines	4
2.2	Framework Plan	5
2.3	First-Year Plan of Action.....	5
2.4	Regional Impact on Funding.....	6
2.5	Research Plan	7
2.6	Smart Mobility Topic Area.....	7
2.7	Smart Resilience Topic Area	7
3	Summary of Technical and Financial Support	8
4	Eligibility and Application Requirements	9
5	Proposal Development Webinars & Workshops	10
6	Project Proposals.....	11
6.1	Formatting Requirements.....	11
6.2	Content Requirements	11
6.3	Length Requirements.....	14
6.4	Legal Documentation	14
6.5	Review Process	15
6.6	Additional Considerations	17
7	Expectation of Winners	17
8	Intellectual Property Rights	18

1 Program Description

The Georgia Smart Communities Challenge (“Georgia Smart”) is a funding and technical assistance program for local governments within the State of Georgia. Georgia Smart is organized by the Georgia Institute of Technology in partnership with Atlanta Regional Commission (ARC), Georgia Power, Association County Commissioners of Georgia (ACCG), Georgia Municipal Association (GMA), Georgia Centers for Innovation, Georgia Department of Community Affairs (DCA), Metro Atlanta Chamber, Georgia Chamber, and Technology Association of Georgia (TAG).

Georgia Smart is a competitive program that supports local governments of any size within the State of Georgia¹—cities, counties, and consolidated city-county governments—by providing seed funding and access to technical assistance, expert advice, and a network of peers. Successful applicants will then leverage these resources to explore, study, and plan for the use, deployment, and/or integration of smart community technologies into their jurisdictions and operations. Such technologies may include intelligent infrastructures², information and communication technologies (ICTs), Internet of Things (IoT) devices, and other computational or digital technologies, such as data centers and portals, web and smartphone applications, and automated digital services.

Georgia Smart projects will address three key elements of smart community development—planning studies, capacity building, and research. Planning studies help communities develop and articulate their community’s needs, vision, goals, and plans for improving the lives of all citizens in inclusive and equitable ways by addressing known local challenges. In conjunction with planning, Georgia Smart projects will help communities to establish relationships, create governing organizations, identify resources, and build the organic capacity that will enable them to achieve their goals and to address future challenges as they arise. Lastly, teams must partner with a Georgia Tech researcher who will assist and advise the team and conduct research in support of the community’s needs and goals. Research projects will be designed by the teams in coordination with a Georgia Tech researcher and may include such varied topics as policy development, creation of a technology roadmap, transportation analysis, the development of a prototype “app” for public engagement, or any other relevant research topic.

Georgia Smart will sponsor a cohort of up to four teams from the state of Georgia, each executing on their own project plan. Up to two teams may be led by governments that fall within the metropolitan Atlanta region³, and up to two additional teams may be led by governments that fall outside the metropolitan Atlanta region. Applications for each region will be judged separately, based on the region into which the lead government falls. In order to compete for sponsorship under Georgia Smart, community teams are required to do two things: (1) participate

¹ The City of Atlanta’s government is explicitly excluded from participating in Georgia Smart as a competitor and from receiving Georgia Smart funding. However, government jurisdictions that overlap the City of Atlanta (e.g. Fulton County) and other governments within the Atlanta Metro region (e.g. City of Decatur) are eligible.

² Mynatt et al. “A National Research Agenda for Intelligent Infrastructure” <https://arxiv.org/pdf/1705.01920.pdf>

³ This refers to cities and counties within the 20-county metro-Atlanta region, as defined by Atlanta Regional Commission’s Livable Centers Initiative (LCI) program guidelines. See: <https://atlantaregional.org/community-development/livable-centers-initiative>

in at least one pre-proposal webinar or workshop, (2) submit a compliant application before 5:00 PM EDT on May 1, 2018, and (3) comply with all other official Georgia Smart requests in a timely manner.

2 Smart Community Projects

2.1 General Guidelines

Georgia Smart projects will predominantly involve planning and preparation for future smart cities development, acquisition, deployment, and operational efforts. When drafting a Georgia Smart proposal, applicants must address three core questions:

1. ***Why does the community need or desire to become a smart community?*** In answering the “why” question, communities should also answer three related questions:
 - a. What are the conditions or issues driving this need
 - b. What are the “smart” technologies and concepts that will address these needs?
 - c. What will the future look like in the community once these technologies have been adopted?
2. ***How will the community transition from its current state to its desired future state?*** This question addresses the long-term, big-picture plan for realizing the community’s vision.
3. ***What planning activities will the community undertake and what plans will the community create under the Georgia Smart program, in support of its end-goals?*** This question addresses the community’s proposed plan of action during the one-year execution phase of Georgia Smart.

Georgia Smart projects should strive to address the needs of the community in an equitable and inclusive manner that involves some type of “smart communities” technology. As such, teams should consider these needs, along with a compelling vision and set of community-derived goals for the community’s future, when developing their proposals. Likewise, teams should consider the impact of applying “smart” technologies in their community and how those communities have been improved through these technologies.

Georgia Smart projects must also demonstrate a commitment to *long-term* project support and citizen engagement, clear and defined technology evaluation criteria, and a pathway toward sustained progress beyond the one-year pilot period. More than exploring the potential of advanced technical systems, communities should seek to improve the lives of citizens, expand and extend government operations and services, and generate new economic opportunities for businesses and the workforce at large. First-year projects are simply the means through which communities can plan for and ultimately achieve these quality-of-life outcomes.

Communities that are selected to participate in the cohort will have **one year** to complete their projects, as described in their proposal. As such, projects must be designed to reach their end and produce meaningful results in this time. Projects will be **awarded⁴ on or before June 30, 2018**, and projects will officially begin in August 2018, with a formal kickoff meeting to follow.

⁴ Due to restrictions associated with the source of funding for teams within metropolitan Atlanta, the “award” mechanism will depend on the team’s region. Teams within metropolitan Atlanta will receive funds using a reimbursement system that will be administered by the Atlanta Regional Commission. Teams outside of metropolitan Atlanta will receive 50% of their funding at the start of the project (no later than August 2018) and the remaining 50% at the conclusion of the project (no sooner than July 2018).

Projects will officially conclude in July 2019 with a project outbrief and the publication of the project’s outcomes, research, and any publically-releasable data.

2.2 Framework Plan

In considering these current and future states, teams should also consider *how* the community will progress and develop a reasonable, inclusive, data-driven, and realistic guiding framework that will enable the community to reach its stated, overall end-goals. Frameworks should address governing principles for and the outline/structure of a long-term smart community development plan. The framework should describe how the community will organize its efforts among team members, partners, government agencies, citizens, and other participants, and how the community will grow this organization over time. The framework should also identify resources that are currently available or that may be needed to ensure long-term sustainability of their smart community and how those resources will be captured and leveraged. Frameworks should identify a high-level project schedule, including, phases, milestones, and end-goals. Finally, frameworks should identify metrics and success criteria for judging the effectiveness of the community’s transformation efforts.

The consideration and development of such a framework will enable teams to design first-year project plans that will enable the community to make meaningful progress towards addressing its current issues and moving towards its goals.

2.3 First-Year Plan of Action

First-year projects should present a plan of action that the community will undertake during the Georgia Smart Communities Challenge grant period. Projects should align with the community’s guiding framework to lay the groundwork for future efforts. *First-year plans of action must be planning study –oriented*⁵. This means that communities should propose to do work under this first-year plan of action that allows the community to study its issues, enumerate specific solutions, assess alternatives, create implementation plans, estimate costs, identify and develop future resources, establish networks, and refine its guiding framework. Conversely, the first-year plan should not include developing, testing, piloting, or deploying smart communities technologies, other than as would be necessary to support the planning efforts described, above.

First-year projects may, therefore, include such activities and efforts as:

- **Community Engagement**: may include leading town halls, workshops, or information sessions; conducting citizen surveys; or deploying an “app” to crowd source real-time data from the community
- **Team Formation**: may include establishing organizations, departments, or offices to lead and coordinate smart communities efforts, or networking with peers to share knowledge and experience

⁵ Georgia Smart projects must be planning-oriented, because Georgia Smart funds can only be used for planning studies. Planning studies are documents that assess conditions and plan for implementation. Funds provided by Georgia Smart may not be used to directly procure technology, nor can they be used to fund staff (e.g., salaries). Community matching funds could be used for either purpose. However, the main thrust of these first-year projects should still predominantly be to identify and plan for future efforts. Plans that propose to develop, test, pilot, or deploy smart technologies do not comport with Georgia Smart’s goals unless such activities directly and clearly support the community’s planning studies and are required for project success.

- **Knowledge Development:** may include sending members of the team to participate in smart communities conferences; training for team members in relevant technologies; or planning and development for community education programs
- **Planning Studies:** may include planning for, collecting, and/or analyzing data, such as energy data for public buildings or traffic/transit data; studying, planning for, or selecting “smart infrastructure” technologies for traffic control, fleet electrification, or disaster response

The plan of action must propose activities that align with topics from one of the following two areas: *smart mobility*, or *smart resilience*. This is mandatory—applicants whose first-year plans propose to address topics outside of these areas will not be considered. These topic areas are described in Sections 2.6 and 2.7, respectively.

2.4 Regional Impact on Funding

The seed funds that will be awarded to the winning communities are provided by Georgia Power, Atlanta Regional Commission’s Livable Centers Initiative (LCI), and Georgia Institute of Technology. Funding from Georgia Power and LCI will go towards the community grant, and funding from Georgia Tech will go towards the research grant⁶. Due to the nature of the community grant funds, there are several stipulations that apply based on the team’s region.

2.4.1 Communities Within Metropolitan Atlanta

Winning communities in this region will receive their grant funds on a reimbursement basis for approved expenses. Additionally, these communities must use their Georgia Smart grant funds for planning study activities that align with one or more of the following goals:

- Encourage a diversity of housing, employment, commercial, shopping and recreation land uses at the transit station, local, and regional center -level, accessible by people of all ages, abilities, and income levels;
- Enhance access to a range of travel modes – including transit, roadways, walking, and biking – and increase roadway connectivity to provide optimal access to all uses within the study area; and
- Foster public-private partnerships and sustained community support through an outreach process that promotes the involvement of all stakeholders, including those historically underserved or underrepresented.

In the context of Georgia Smart, this means that **projects led by metropolitan Atlanta cities/counties must address smart mobility, only**. This is an essential requirement for teams from this region. Proposals from teams in this region that stray from the Smart Mobility topic area will not receive funding under Georgia Smart.

2.4.2 Communities Outside Metropolitan Atlanta

Winning communities in this region will receive their grant funds in two blocks, with 50% disbursed at the outset of the project and the remaining 50% disbursed at the project’s completion. Also, there are fewer restrictions on the topic areas that may be addressed by teams

⁶ The community grant will be disbursed directly to winning communities; the research grant will be managed internally by Georgia Tech for the benefit of the winning communities.

based outside of metropolitan Atlanta. Specifically, **teams outside of metropolitan Atlanta may address topics from one or both of the Smart Mobility or Smart Resilience areas**, without restriction.

2.5 Research Plan

Projects must also include, as part of their first year, a research component. This research component should be designed in conjunction with a Georgia Tech researcher who will lead the research effort and generally assist with and advise on the community's proposal and (if selected) project execution. The research component is open-ended, but it must be technology-focused and it must (1) directly advanced the community's year-one project goals, or (2) generally align with the community's needs, goals, and framework.

2.6 Smart Mobility Topic Area

Smart Mobility projects seek to improve how people and goods move, and how mobility infrastructure and services are operated, maintained, and (re)developed. Projects may address (but are not limited to) topics in one or more of the following areas:

- Pedestrian and vehicle monitoring systems;
- Electrified transit / electrified fleet;
- Real-time parking data applications;
- First-/last-mile connectivity options for public transit users;
- Technologies supporting multi-modal transit;
- Remote signal management; and
- Roadway monitoring systems to alert vehicles of emergent conditions.

Teams should incorporate these areas into their projects by studying, evaluating, or planning for the use of such technologies in their communities. Projects should study the costs (fixed and ongoing), impacts (positive and negative), and other issues (e.g., legal, privacy, cybersecurity, public acceptance, etc) related to adoption of such technologies. Projects may go as far as creating and evaluating design alternatives, evaluating products, or deploying pilot systems⁷.

All project teams from the metropolitan Atlanta region must design projects that address topics from the Smart Mobility area, only. Teams outside the metropolitan Atlanta region may choose Smart Mobility topics, as well, but are not restricted to this topic area.

2.7 Smart Resilience Topic Area

Smart Resilience projects seek to improve how communities function by addressing technologies that lead to the long-term viability and sustainability of vibrant, inclusive, and prosperous communities. Projects may address (but are not limited to) topics in one or more of the following areas:

- Centralized data repositories to collect various public and private data streams;
- Online public engagement and crowdsourcing platforms;

⁷ Georgia Smart program funds cannot be used to cover or defray the costs of procuring production “smart communities” devices, systems, software, or other technologies. However, Georgia Smart may cover certain procurement costs for equipment, software, and other materials and supplies related to studying assessing, or planning for the use of a technology. Cities may also use their matching funds for procurement of such technologies.

- Public safety applications (e.g., gunshot detection, surveillance, data mapping, etc);
- Distributed energy generation and renewables;
- Smart agriculture management systems;
- Energy efficiency building energy monitoring;
- Smart utility management;
- Storm and waste-water management;
- Emergency and disaster response programs;
- Broadband / network development;
- Data-driven decision-making strategies; and
- Technology-focused workforce development.

As with Smart Mobility, team should incorporate these areas into their projects by studying, evaluating, or planning for the use of such technologies in their communities. Projects should study the costs (fixed and ongoing), impacts (positive and negative), and other issues (e.g., legal, privacy, cybersecurity, public acceptance, etc) related to adoption of such technologies. Projects in this area may also go as far as creating and evaluating design alternatives, evaluating products, or deploying pilot systems⁷.

Smart Resilience topics may only be included in proposals from teams that fall outside the metropolitan Atlanta region.

3 Summary of Technical and Financial Support

Georgia Smart provides support for selected local governments in a few ways:

- One community grant per team, up to \$50,000, to be used to execute the first-year project plan. Grant funds may be used only in support of planning studies. Funds may be used to cover costs related to planning, examples of which include hosting workshops and community engagement events, covering conference and training fees, or paying for professional services.
 - Any other uses of grant funds must directly support proposed planning efforts, studies, data collection, or some other related activity.
 - Funds may not be used to directly procure technology.
 - Funds may not be used to fund staff salaries.
 - The value of each individual expense should be modest. As a rule of thumb, individual expenses should be less than 25% of the overall value of the grant.
 - Georgia Smart places no restrictions on how the community’s matching funds are used. These funds may be used for any purpose, including procurement and staffing costs, though any purchases made using community funds should clearly support the community’s proposed efforts.
- One research grant per team to be used to support the efforts of the team’s Georgia Tech research partner. These funds will be held and distributed to the researcher by Georgia Tech and will not be directly disbursed to winning teams.
- Technical support from experts at Georgia Tech and from the network of partners in the form of quarterly one-day workshops to assist with the execution of projects, refine develop long-term project plans, and learn best practices from other smart communities and network partners;

- Access to a network of peer governments to share best practices and learnings in monthly calls with Georgia Smart staff and partners;
- Bi-weekly meetings with Georgia Smart staff to discuss the current status of the project and emerging issues, barriers, or questions;
- Access to local, national, and international network of experts to advise smart communities.

4 Eligibility and Application Requirements

Team that wish to participate in Georgia Smart must adhere to the following requirements for their applications:

- **Eligible Governments:** Any local government within the State of Georgia can apply to lead or participate on a team under the Georgia Smart program, excluding the City of Atlanta¹. These governments include city governments, county governments, and consolidated city-county government. No population or land area requirements exist for participation. No government outside of Georgia is eligible.
- **Team Formation:** Applicants are encouraged to form teams that feature collaborative projects that span more than one government/jurisdiction⁸ and which include other quasi- or non-governmental participants (e.g., neighborhood planning units, community improvement groups, business associations, or corporate sponsors). Applications can feature collaboration with nonprofit or for-profit entities, but must be submitted by a lead government. Partnerships with nonprofits, such as community improvement districts, or for-profit companies, such as technology providers, are encouraged where applicable.
- **Local Preference:** Preference is given to applications that feature collaborations with nongovernment entities that reside within the State of Georgia.
- **Team Leads:** In the case of a joint proposal across more than one local government, a lead government (“a lead”) must be identified. The lead is determined by the group of collaborators and not by any external criteria (e.g. size, types, or location).
- **Letters of Support:** All participating local governments must submit a letter of support from a high-ranking⁹ elected representative or employee of the local government (e.g. Mayor, County Commission Chair, City Manager, etc). Collaborative applications across governments require a letter of support from each government involved.
- **Letters of Understanding for Non-Government Entities:** Applications that list collaborations with non-government entities require a letter of understanding from each collaborator, signed by a representative of the organization authorized to make such an agreement.
- **Designated Point of Contact:** Applications require a designated point-of-contact who is employed by the lead local government. The point-of-contact needs to have valid email and phone number, and must be available to answer questions about the application during the review period.

⁸ Regional projects qualify. For example, city-county collaborations or regional projects will be accepted.

⁹ There are no apriori requirements for exactly which high-ranking official must provide this letter of support. However, the individual chosen must be authorized and empowered to commit the government’s time and resources as necessary to complete the proposed work.

- **Joint Proposal Point of Contact:** For joint proposals, the lead government furnishes the point-of-contact necessary for the purposes of application and submission. The lead will remain as the point-of-contact for the duration of Georgia Smart.
- **Local Match:** Communities that wish to participate in Georgia Smart must provide a minimum match of 100% of the value of Georgia Smart’s community grant, nominally no less than \$50,000¹⁰. However, the local match is not required to be an all-cash match—only 20% is required as cash. The rest of the match can include budget allocations¹¹, private donations, volunteered labor hours, materials, supplies, equipment, software, professional services, land, event space, or other resources that are relevant to and may be used in the execution of the community’s planned work. Communities must supply documentation with their application stating the source, nature, and value of the match, including letters of support or other documents guaranteeing the availability of such resources.

5 Proposal Development Webinars & Workshops

Applicants must participate in at least one of four proposal development sessions¹² that Georgia Smart will host. Teams should pre-register for these sessions on the Georgia Smart website to ensure that Georgia Smart can communicate updates with participants. Failure to send at least one representative to participate in at least one session (webinar or workshop) will disqualify the team.

Two webinars will be held, which will provide communities with an opportunity to hear more about Georgia Smart and provide a forum for proposal and proposal Q&A. Both webinars will be open to all participants and interested parties, and recordings of the webinars will be posted to the Georgia Smart website after each event. The first webinar will be held on March 15, 2018, and the second webinar will be held on April 26, 2018. Times and access information about each webinar will be posted on the Georgia Smart website prior to the events.

Additionally, a proposal preparation workshop will be held on April 9, 2018, in Atlanta, Georgia. Communities may send representatives to attend panel discussions experts, Georgia Tech researchers, and Georgia Smart organizers; receive assistance with proposal development; address program questions; seek out collaborators and partners; and network with potential research partners and vendors.

Finally, Georgia Smart will host an in-person “office hours” session on April 20, 2018, in Tifton, Georgia. This session will provide a final in-person opportunity for communities to interact with Georgia Smart officials, ask questions, receive proposal development assistance, and network with other communities. This session will be specifically targeted at community teams that want

¹⁰ The value of the match in the team’s proposal must be no less than 100% of the community grant. If the eventual funding supplied to the community by Georgia Smart is less than \$50,000 in total (i.e., the community’s proposal is for less than \$50,000), then the community will only need to match up to the total of Georgia Smart’s grant.

¹¹ The allocation of labor hours for existing government employees who will dedicate some portion of their time to the project is allowable.

¹² Team may choose to participate in as many of these proposal development sessions as they choose, provided that they participate in *at least* one. No preference is given to teams participating in more than one session.

in-person assistance but are unable to attend the main workshop in Atlanta. Registration for the Tifton session is mandatory.

6 Project Proposals

Applicants must create and submit a project proposal in order to be considered for participation in the Georgia Smart program. Proposals must be submitted on the Georgia Smart website no later than 5:00 PM EDT on May 1, 2018. Proposals submitted after this deadline or using any other mechanism will not be accepted. Proposals must conform to certain formatting and content guidelines. These guidelines are outlined in the following sections.

6.1 Formatting Requirements

Proposal documents must adhere to the following formatting requirements. A Word template file that conforms to these requirements is available for download on the Georgia Smart website.

- Proposal is a single Adobe PDF document with the “pdf” extension.
- Font face is “Times New Roman” throughout the document, except as used within figures, graphics, images, and charts.
- Font color is black throughout the document, except as used within figures, graphics, images, and charts.
- Line spacing is no less than “1.0”.
- All margins are at least 1”, including those margins on the left and right sides, the top, and the bottom.
- Content in the *Project Narrative* and *Execution Plan* sections meet the following requirements:
 - Font size is no less than “12.0” and no more than “16.0” for all body text, headings, titles, etc; and
 - Font size is no less than “9.0” for all figure, graphics, image, chart, table, and other captions.
- Each page’s header contains the proposal team’s pre-registration identification code (provided when registering on the Georgia Smart website).
- Each page’s footer contains the page number.

6.2 Content Requirements

Proposal documents must contain the following sections and content:

- The proposal must have a cover page displaying the following content:
 - The title of the proposal;
 - The words “Georgia Smart Communities Challenge 2018”;
 - The proposal team’s pre-registration identification code (provided when registering on the Georgia Smart website);
 - The proposal team’s regional designation, which should read either “A Metropolitan Atlanta Community” or “A Georgia Community”;
 - Official name of the proposal’s lead government entity, identified as such;
 - Names of all other participating entities, identified as such; and
 - Contact information (name, address, phone number, and email address) for a point of contact for the lead government entity.
- The proposal must have a table of contents.

- Section 1 of the proposal is entitled “Project Narrative” and contains the following subsections:
 - Section 1.1 is entitled “Vision,” and it addresses:
 - The community’s motivations for participating and what they expect to achieve in the long run; and
 - Current conditions, motivating factors, citizen feedback, prior efforts, end-goals, and/or the envisioned future state of the community.
 - Section 1.2 is entitled “Framework,” and it addresses the overarching framework the community will use to address the issues described in the “Vision” section.
 - Section 1.3 is entitled “Plan,” and it addresses what the community will do during its first year. **This section is the crux of the proposal** and should clearly explain to the judges exactly what the community will do should they be selected for support and funding by Georgia Smart. This section should detail:
 - The plan of action that the community will execute should they win the competition;
 - How the plan maps against the framework described in the “Framework” section;
 - How the plan will impact the community;
 - How this plan advances the community towards addressing its overall vision; and
 - The topic area being addressed by the proposal (i.e., Smart Mobility or Smart Resilience).
 - Section 1.4 is entitled “Research,” and it addresses how a Georgia Tech research partner will be utilized as part of this plan, including:
 - A description of the type of activities to be performed;
 - How those activities will support either the current-year plan or the overall framework plan; and
 - How the research aligns with a “smart” technology that is pertinent to the community’s overall vision.
- Section 2 of the proposal is entitled “Execution Plan” and contains the following subsections:
 - Section 2.1 is entitled “Cost Plan,” and it contains, at a minimum:
 - A table identifying total project costs per activity, per month; and
 - A brief narrative describing the community’s planned expenditures and the source and nature of its matching funds.
 - Section 2.2 is entitled “Personnel Plan,” and it contains, at a minimum:
 - A designated individual who will serve as the project’s point-of-contact¹³, including contact information and the amount of time (hours or percentage) they will commit to the project;

¹³ This individual will serve as the main interface between the project and Georgia Smart and will be expected to generally participate in all meetings, calls, site visits, and other events associated with Georgia Smart. This person must be able to dedicate a sizable portion of their time to the project. This person may be the same person as the proposal POC, or it may be a different person.

- A designated individual who will serve as the project’s lead¹⁴, including contact information, the amount of time (hours or percentage) they will commit to the project, and their relevant qualifications;
 - A list or table of other key personnel participating in the project, their anticipated role on the project, the amount of time (hours or percentage) they will commit to the project, and their relevant qualifications;
 - A team organizational chart¹⁵ showing the organization and role of all relevant participants; and
 - A brief narrative describing how the team will be organized and managed.
 - Section 2.3 is entitled “Schedule,” and it contains, at a minimum:
 - A list or table of project milestones with anticipated dates associated with each;
 - A brief narrative describing the milestones; and
 - Any methods to be used for tracking or publishing project progress.
 - Section 2.4¹⁶ is entitled “Collaboration,” and it contains:
 - A brief narrative describing how each government and non-governmental entity will participate in the team effort;
 - A description of how the intergovernmental team will be organized; and
 - The team organizational chart showing the organization and role of all relevant participants¹⁷.
- Proposal contains each of the following *required* documents in an appendix¹⁸:
 - Appendix A is required for all proposals and contains the Letter(s) of Support, each signed by a high-ranking elected official or employee of the lead government and any participating governments;
 - Appendix B is required for all proposals and contains the documentation of the availability, source, and value of the team’s “local match,” including any letters of support necessary to prove that the resources will be made available if the team is funded under Georgia Smart;
 - Appendix C¹⁹ contains the Letter(s) of Understanding from non-government entities, if applicable, signed by an authorized representative of the entity; and

¹⁴ This individual will serve as the project’s leader and manager and will coordinate the community’s efforts under Georgia Smart. This person must be able to dedicate a sizable portion of their time to the project. This person may be the same person as the proposal POC or project POC, or it may be a different person.

¹⁵ Collaborative proposals may choose to move the organizational chart to the Collaboration section, if appropriate.

¹⁶ This section should be omitted entirely if the proposal is being submitted by an individual government entity.

¹⁷ This is only required to be in this section if proposal teams wish to move it from the Personnel Plan section (for collaborative proposals, the organizational chart may appear in either section).

¹⁸ The PDF document submitted should include the first page of each appendix section that displays the appendix name, as in the provided Word template. Each appendix name page should then be followed by the contents of that appendix, such as signed and scanned letters, incorporated into the PDF. Appendix content pages do not have to display page numbers or project ID headings, and they do not have to conform to any of the other proposal formatting guidelines.

¹⁹ This appendix is only required if non-governmental entities are participating as part of the project team. This appendix should be omitted entirely if it would otherwise be blank.

- Appendix D²⁰ contains a listing of references and citations from the main body of the proposal, if applicable, as it relates to documentation or data from previous planning studies, documented best practices, or other industry or academic literature referenced in Section 1 or 2 – this appendix may be omitted if it is otherwise blank.
- Other than the sections already mentioned, there must be no other sections or content in the proposal document

6.3 Length Requirements

Proposers are limited to a total of twelve (12) pages for the main body of the proposal, which comprises only the *Project Narrative* and *Execution Plan* sections. Pages may be apportioned between these sections in any way, as long as each section’s content requirements are met. The appendices do not have any restrictions on length. Appendices must not be used for additional content or as a way to get around the length restrictions of the proposal.

6.4 Legal Documentation

6.4.1 Letter(s) of Support

Local governments must submit a letter of support from a high-ranking elected official or employee from the local government who is authorized to commit the necessary resources to ensure project success²¹ (e.g. Mayor, County Commission Chair, City Manager, or an authorized designee). If the project is a collaboration across multiple governments, a letter of support from each government is necessary. A sample letter can be found on the Georgia Smart website.

Letters must appear on official letterhead and include the representative’s signature for that government. Scanned copies of each letter should be included as part of the proposal PDF document and should appear in Appendix A.

6.4.2 Local Match Documentation

Governments must provide proof regarding the nature, source, and value of the community’s “local match.” Letters and other documents must be provided showing what form each match takes (e.g., money, time, materials, etc), the value of the resource, and the method used to value the resource. In the case of apportionment of time or allocation of government resources, an attestation must be provided stating the team’s commitment to making the match. For donations of money, materials, or other tangible goods, a letter from the donor guaranteeing the donation must be provided. For matches that involve small community contributions of time or money (e.g., volunteer time), this must be stated in a letter.

Letters from government entities must appear on official letterhead and include the signature of an official authorized to commit the resources. Letters from donors should include a commitment statement and the donor’s signature. Other documentation may be provided, as necessary, to establish the nature, value, and source of the match. Scanned copies of any letters and all other

²⁰ This appendix is optional but may be included if the team wishes to reference published research, prior studies, or other work within the body of the proposal. This appendix should be omitted entirely if it would otherwise be blank.

²¹ If there is any question about the authority or applicability of this representative, please contact Georgia Smart for clarification and pre-authorization.

documentation should be included as part of the proposal PDF document and should appear in Appendix B.

6.4.3 *Letter(s) of Understanding*

If the project involves partnerships with any non-government entities, letters of understanding from each collaborating entity is required. The letter of understanding must detail the role of the non-government entity in the context of the project—what the entity will provide, do, or support. The letter of understanding must be signed by a representative of the organization authorized to make such an agreement. Scanned copies of each letter should be included as part of the proposal PDF document and should appear in Appendix C.

Such letters are not required if the proposing team involves only government participants. In this case, the appendix should be omitted entirely.

6.5 **Review Process**

The Georgia Smart proposals will be evaluated by a panel of judges with expertise in smart communities. Applications will be split between those in the metropolitan Atlanta region and those outside the Atlanta region. Judges will evaluate proposals from each region separately. Up to two proposals may be selected from each region to participate in the cohort. Winning teams will be notified and a public announcement made in late May 2018.

Judges will separately evaluate and score each proposal on its individual merits. Scores from each judge will be combined to select the winning communities. Applications must achieve a minimum score in order to be considered for participation. If only a single application achieves the minimum score from a region, or if no applications meet the minimum score, Georgia Smart reserves the right to (1) select a single winner for the region, (2) select no winners for the region, or (3) change the minimum requirements to allow for up to two winners. In this case, Georgia Smart may alter how funds are allocated to the winning teams.

Georgia Smart will award funds to the top two proposals that meet minimum scoring requirements from each region. In the case of a tie, Georgia Smart reserves the right to break the tie using any method that Georgia Smart deems appropriate.

6.5.1 *Other General Guidance*

Successful proposals should incorporate plans for how the community will work towards one or more of the following overarching goals:

- Add and/or extend governmental services in order to increase participation, inclusion, efficiency, and/or openness in local government;
- Increase and/or sustain communication between citizens and government, amongst governmental departments, and across government jurisdictions and subject matter domains;
- Reach underserved populations and develop economic opportunities that balance growth and equity;
- Mitigate short-term challenges, while planning for long-term strategies; or
- Commit to strategic planning, organizational change, and capacity building.

Preference will be given to proposals that incorporate plans for one or more of the following:

- Interdepartmental and/or interjurisdictional resource sharing, including the sharing of data, technical infrastructure, personnel, and other resources that are prohibitive to a single department or jurisdiction;
- Partnerships with nongovernment entities, esp. organizations located within the state of Georgia, including nonprofit organizations (including community development districts) and for-profit organizations (including technology companies, design and development firms, and other project-vital products and services);
- Workforce development and capacity building programs, including collaborations with educational institutions, community centers, chambers of commerce, or similar organizations;
- Embedded performance and evaluation metrics.

Applicants should keep the following in mind when writing their proposals:

- Applications should express long-term commitment to a smart community approach within their local government beyond the initial year. This approach can be expressed through examples of other contemporaneous projects, past referenda, or other means;
- Applications should illustrate deep knowledge of the challenges that face their residents;
- Applications should articulate a holistic understanding of smart communities, including strategies to reach underserved populations within a jurisdiction;
- Applications must clearly express how the project fits within one of two topical areas;
- Applications must articulate known and/or potential barriers to the proposed plan and suggest possible alternatives to addressing the challenge in the given timeframe; and
- Applications must articulate other known challenges within their jurisdictions in order to contextualize the plan amongst other priorities.

6.5.2 *Specific Scoring Metrics*

In keeping with the general guidance, above, applications will be evaluated using subjective metrics that are similar to but not limited to the following:

- Proper Motivation: The degree to which the proposal articulates current conditions within the community that may be addressed through the application of “smart communities” concepts.
- Compelling Vision: The degree to which the proposal clearly articulates a compelling vision for the community’s improved future state, to be achieved through the appropriate application of “smart” concepts.
- Guiding Framework: The degree to which the proposal outlines a reasonable, inclusive, data-driven, and realistic guiding framework that will enable the community to reach its stated, overall end-goals.
- Comprehensive Approach: The degree to which the proposal presents a holistic and realistic understanding of the issues related to adopting “smart” concepts and technologies within the community.
- Reasonable Plan: The degree to which the proposal presents a high-quality plan of action for the first year that is (1) generally reasonable, well-conceived, and of appropriate detail, and (2) likely to be both actionable and successful within the first year.
- Framework Alignment: The degree to which the proposed first-year plan is aligned with the community’s “smart” framework and end-goals.

- Meaningful Impact: The degree to which the proposed first-year plan is like to either (1) have an immediate, meaningful, and positive impact on the community, (2) make substantive progress towards the community’s end-goals, or (3) enable future efforts that move the community towards its stated goals.
- Research Oriented: The degree to which the proposal presents a reasonable and impactful plan for working with an academic collaborator.
- Realistic Cost: The degree to which the proposed budget is reasonable for the proposed activities.
- Effective Organization: The degree to which proposed staffing, organizational structures, partnerships, and collaborations are reasonable for and ensure the success of the proposed activities and overall vision.
- Dedicated Leadership: The degree to which proposed project leadership personnel are dedicated to the project and capable of ensuring the success of the project.
- Attainable Schedule: The degree to which the proposal identifies attainable milestones and milestone dates and incorporates sensible durations for each activity.
- Appropriate Application: The degree to which the proposal identifies and suggests “smart” concepts, technologies, policies, models, issues, etc, that are appropriate for that community’s self-identified issues and opportunities.
- Conceptual Understanding: The degree to which the proposal appropriately applies the “smart” moniker to concepts, technologies, policies, models, issues, etc, that are referenced in the proposal.

6.6 Additional Considerations

Partial or late applications will not be considered. Partial applications include the failure to include the necessary letters of support and letters of understanding from project collaborators and partners, as well as the failure to include any required section in the proposal. Late applications are applications submitted after the submission deadline or those that are not submitted through the official Georgia Smart application portal.

A local government may be the lead on only one application submission, but can be a collaborator (i.e. not the lead) on an additional application. No restrictions exist on the number of applications that can list a single non-government entity.

No restrictions exist for the number of collaborators or partnering governments on a single application. Preference will not be given to applications with a higher number collaborators or partners. The appropriateness of the number of collaborators and partners will be evaluated based on the proposed project. No matter the number of partners or collaborators, the financial support remains the same.

Projects have a maximum of a one-year duration, beginning in August 2018 and ending in July 2019. Proposals that suggest an accelerated timeline will not be given preference.

7 Expectation of Winners

Upon winning a Georgia Smart Communities Challenge grant, project teams will be required to sign a memorandum of understanding that outlines the rules and requirements of the execution phase of the program. Funding for a given team will be withheld until this document is signed by that team, and the team will forfeit their participation in the program if the memorandum is not signed within 14 days after winners are notified.

Teams are expected to begin work on the project in August 2018, with an initial field visit from Georgia Smart staff and kickoff meeting to be scheduled no later than August 31, 2018. Teams will be required to attend all quarterly workshops and bi-weekly meetings/calls. The dates and times of such events will be posted after winners have been announced.

A project close-out meeting will be held in July 2019 to review the final outcome of each project. Each team will also be required to participate in a public presentation of the projects in July 2019 to share results, outcomes, and future plans.

8 Intellectual Property Rights

Entrants should not submit confidential information in the proposal, inclusive of technologies or processes from non-government entities that require nondisclosure agreements. Teams agree that any proposals that are submitted to Georgia Smart are authorized for public release, but Georgia Smart will only make such proposals public after the winning teams have been publicized.

By submitting an application to Georgia Smart, each project and all parties included in the project (governments and nongovernment entities) consent to a data sharing agreement with Georgia Smart, its partners, and the Georgia Institute of Technology. The data sharing agreement requires that project teams share all non-personally identifying information and other data pertaining to the project in a shared data repository hosted at and administered by the Georgia Institute of Technology. The data is shared for the purposes of research only and cannot be used for any other purpose.