2019

U.S. EDITION

LeadingCities
Making Smart Cities Smarter

Bright Cities
UPGRADE YOUR CITY

Leading Cities Rating

powered by **Bright Cities**

CONTENTS

Combining Leading Cities' pioneering tools and network of global smart city experts with Bright Cities' innovative diagnostic technology, *The Leading Cities Rating powered by Bright Cities* represents a dramatic shift in the way we measure a city's transformation to a "smart city." This tool uses data science applied to publicly available data to analyze a city's performance against 32 indicators from ten dimensions of a smart city: Governance, Economy, Education, Entrepreneurship, Environment, Health, Mobility, Security, Technology and Urbanization. Rated cities are categorized on a scale ranging from A+ to F.

Introduction

A Smart City is a designation given to a municipality that achieves everything from economic and environmental sustainability to incorporating information and communication technologies (ICT) to improve the quality and performance of urban services, such as energy, transportation and utilities, in order to reduce resource consumption, wastage and overall costs. These challenges are fundamental to defining the quality of life residents, workers and visitors will have in tomorrow's cities as well as their usability experience. Smart Cities solutions enhance public management and help solve many of these urban challenges in a more efficient way.

It was our goal to create a rating system that does not include the inherent flaws of a traditional ranking—that no matter how good or bad the analyzed subjects are, the "number one" slot is always filled or that unnecessary competition between cities develops when in order for one city to move up in a ranking another city must move down. The *Leading Cities Rating powered by Bright Cities* is a fundamental shift in how cities are measured and provides ample incentive for cities to achieve the advancements citizens deserve. In addition, this new system of measuring municipalities provides a framework for collaboration rather than competition where the underlying philosophy can be described as "sharing and caring", where knowledge and best practices can be shared and applied through trustworthy collaboration among cities and citizens.

Leading Cities Rating powered by Bright Cities analyzes a city's performance based on 32 indicators in 10 categories as listed below:

1. **Governance**
2. **Economy**
3. **Education**
4. **Entrepreneurship**
5. **Environment**
6. **Health**
7. **Mobility**
8. **Security**
9. **Technology**
10. **Urbanization**

Unlike a ranking, municipalities measured using the *Leading Cities Rating powered by Bright Cities* are not compared directly to one another, but rather measured against the best score achieved in each indicator thus creating a "model city" representing the compilation of those best scores. When analyzed together, this criterion provides a valuable diagnosis of a city's performance, pointing out which of these sectors deliver satisfactory results and which still need improvement. Ultimately, this rating system recognizes that the transformation to a smart city is an evolutionary process with no specific end goal but just the constant innovation needed to make our cities more livable, sustainable and resilient as outlined by the United Nation's Sustainable Development Goals.

In this inaugural edition of the *Leading Cities Rating powered by Bright Cities*, which soon will be international in scope, we analyzed the 500 largest municipalities in the United States. The results of this analysis highlight the tremendous amount of work left to be done in the U.S. to achieve smart city status. The most noticeable result of our study is that contrary to the general focus on smart city projects being implemented in larger cities such as New York or San Francisco, smaller cities are better positioned to perform better, are able to generate major levels of resilience and also provide better interaction among citizens and their urban ecosystem.

All data used from the indicators analyzed for the rating were consolidated from official sources as listed below:
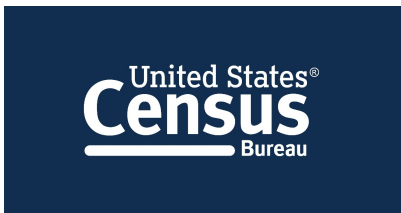
Letter from Leading Cities

Leading Cities, an international non-profit organization, is a global leader in Smart City solutions, city diplomacy, and collaboration advancing sustainability and resilient city strategies and technologies to improve the quality of life in cities around the world. With its global network of world-class cities and partners, Leading Cities has built tools and bridges to share best practices, solutions, and lessons learned among city leaders while breaking down barriers within cities by engaging each of the five sectors of the Quintuple-helix (Q-helix): Public, Private, Non-profit, Academia and Citizenry.

When we launched the organization over a decade ago, the Smart Cities industry was just emerging. At that time, there were more questions than answers. For instance, we debated what was the very definition of a Smart City. We questioned which cities were smart or even the smartest. We considered how that level of "smartness" would or could be measured. And we wondered if a Smart City ranking would help provide needed context to these developing questions.

Since then, many Smart City Rankings have been published. What we have come to understand is that by virtue of being a ranking, these systems have created a zero-sum game where for one city to move up, another must be forced down. This creates a false sense of competition between cities, which is counter to the very purpose of Leading Cities—to enable and facilitate valuable collaboration between cities to achieve Smart City status faster and more effectively.

At the Smart City Expo World Congress in 2018, Leading Cities joined forces with Bright Cities to develop the world's first Smart City Rating system that would continue to provide valuable context and comparison between cities, while fostering the natural instinct of cities to collaborate and share best practices. *The Leading Cities Rating powered by Bright Cities* achieves just that—a tool modeled on the municipal bond rating system that allows cities to be compared without being competitive.

This inaugural publication represents the culmination of months of collaboration, design, data gathering, analysis, and programming. We are proud of the results and the immediate impact it has already created. But we see this as a living organism needing constant improvement and adaptation. As such, we welcome any insights and feedback to increase the effectiveness of this tool. We also have a global vision for this rating system. This inaugural edition is limited to the analysis of 500 cities in the United States, however, we have already begun the process of analyzing cities in South America and Europe. We look forward to our international edition being published still in 2020.

Ultimately, as a non-profit organization, Leading Cities exists to support the hard work of leaders in the public, private, non-profit, community and academic sectors that seek to achieve more sustainable, more equitable, and more resilient cities around the world. We hope *Leading Cities Rating powered by Bright Cities* will illuminate a path forward for cities to seek greater collaboration and results. We offer our services to anyone interested in achieving the impact that Smart Cities offer, and we hope you will reach out to let us know if we can help you.

Respectfully,

Michael Lake
President & CEO
Leading Cities

Letter from Bright Cities

Bright Cities is a disruptive platform for diagnosing city's roadmap to become a smarter city every day. Using a pioneering methodology, it gathers, analyzes and connects data from various sources to trace diagnoses about cities performances of any size and nationality in ten areas of expertise. From there, the platform establishes a roadmap, listing priority actions, schedules and budgets to improve the life quality of residents, public services and government. Through a gradual evolution, each city analyzed can become more efficient and intelligent until it is fully converted into a smart city.

Using a pioneering methodology, Bright Cities contributes to make cities around the world more efficient and smarter. Bright Cities believe that is important to demystify the smart city concept. Any city can become smarter using technological solutions that can even be free in terms of cost and have a big impact on the daily lives of citizens. Using over 160 international city indicators, the platform analyzes and proposes solutions for ten areas of activity, such as safety, education, health, mobility, energy, technology and innovation, sustainability, entrepreneurship, governance and urbanism. Through data analysis, the platform runs a complex algorithm of indicators capable of creating a tailor-made guidance with time, cost and impact evaluations.

Released during Smart City Expo World Congress, the initiative *Leading Cities Rating powered by Bright Cities* was a great achievement for both organizations and for the Smart City World. The U.S. version of this pioneer initiative evaluated the 500 largest American cities, indicating how close they are in reaching sustainability, resiliency and equity, thus becoming a Smart City.

Unlike other traditional smart city rankings, the *Leading Cities Rating powered by Bright Cities* does not automatically assign a top score, giving the public a much more accurate understanding of where a city falls on the spectrum of city global indicators. Cities are categorized on a scale ranging from A+ to F, using data science applied to publicly available data to analyze a city's performance against more than 30 indicators from ten dimensions of: Governance, Economy, Education, Entrepreneurship, Environment, Health, Mobility, Security, Technology and Energy.

This initiative added to Bright Cities platform and Leading Cities organization will contribute to the development of cities towards more efficient management delivering higher quality of life for citizens.

Bright Cities

Raquel Cardamone
CEO & CO-Founder
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#upgradeyourcity

Executive Summary

Smaller U.S. Cities Top Smart City Report Card

Smaller Cities far better positioned for future of smart, sustainable cities according to "Leading Cities Rating powered by Bright Cities"

Following the preview of the **Leading Cities Rating powered by Bright Cities** shared at the Smart City Expo Atlanta 2019, the partnership between Leading Cities and Bright Cities has refined their research and rated 500 U.S. cities. In addition to the surprise that no U.S. city scored an A+ rating, smart city leaders globally recognized that smaller U.S. cities are better positioned to be the future of initiatives to advance resiliency and sustainability to achieve Smart Cities.

The highest rated cities, achieving an A- rating, were Newton, Massachusetts; Pleasanton, California; Plymouth in Minnesota and San Ramon, California. These cities demonstrate that bigger is not always better. Though much attention globally on Smart City projects have focused on marquis cities, like New York, London, Toronto and Barcelona, these cities may not be the leaders in Smart City efforts they were once believed to be.

"This first publication of our full rating is no doubt shocking" according to Michael Lake, President and CEO of Leading Cities, "but this highlights the real opportunity for Smart City solution providers to focus on the more agile, less bureaucratic partners in smaller cities. The results of this rating system are an indicator that larger cities may need to turn to their smaller counterparts to lead municipal governments into the Smart City future we need to achieve the United Nation's Sustainable Development Goals and the Paris Agreement's commitment to carbon reduction."

Though the United States remains the world's greatest launchpad for smart city startups, the rate of implementation among U.S. cities is far lower than adoption rates in places like Europe where the European Union has invested hundreds of billions to make its cities smarter. American cities are at a global disadvantage resulting from the lack of federal funding to support smart city solutions and infrastructure upgrades.

Earlier 2019, the Smart Cities and Communities Act was reintroduced by members of both houses of Congress. A similar bill failed to pass in 2017 after stalling in committee. If passed now, the Smart Cities and Communities Act would provide approximately $200 million a year for five years to advance the implementation of smart city solutions around the country.

According to Raquel Cardamone, CEO of Bright Cities "Utilizing data science technology and fundamentally shifting from a ranking to a rating system provides a better understanding of the opportunities and challenges cities face as they prepare for continued urbanization.

Combining Leading Cities' pioneering tools and network of global smart city experts with Bright Cities' innovative diagnostic technology, *The Leading Cities Rating powered by Bright Cities* represents a dramatic shift in the way we measure a city's transformation to a "smart city." This tool uses data science applied to publicly available data to analyze a city's performance against 32 indicators from ten dimensions of a smart city: Governance, Economy, Education, Entrepreneurship, Environment, Health, Mobility, Security, Technology and Urbanization. Rated cities are categorized on a scale ranging from A+ to F.

Overview
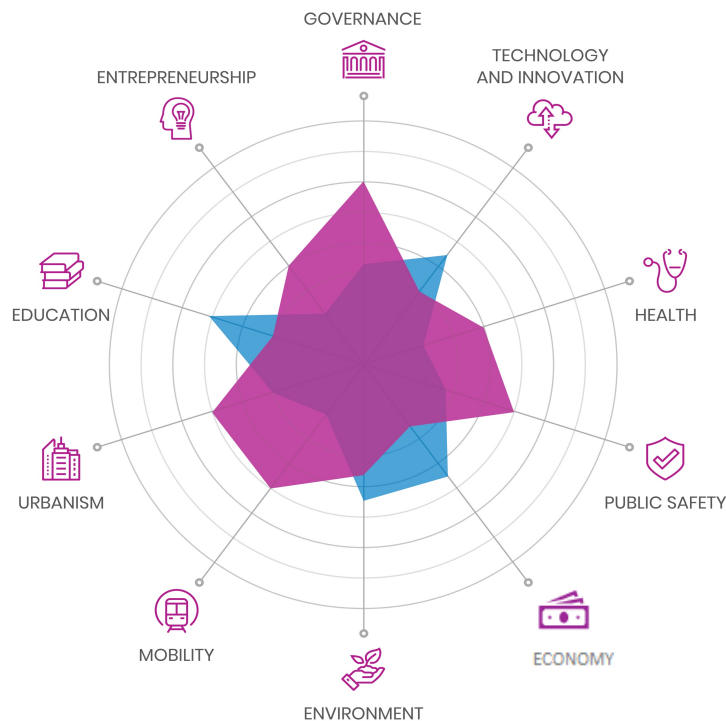
The *Leading Cities Rating powered by Bright Cities* fosters the instinct cities have to collaborate and share best practices while achieving their goal of sustainability, resiliency, and equity becoming a Smart City.

Rating Scope

Leading Cities and Bright Cities initially focused on the 500 largest municipalities in the United Sates. The next edition will expand this scope to the international level providing greater opportunities to understand the context and to encourage greater cross-border collaboration among municipalities worldwide.

Methodology

The *Leading Cities Rating powered by Bright Cities* is based on the input of experts from around the world and powered by Bright Cities' disruptive platform for Smart City transformation. The methodology uses data science to analyze and score publicly available data and compare a city's score with the "model city" (constantly evolving) . The "model city" is determined using the best results already achieved by a city in each of the 32 indicators analyzed. The analysis on the best result was based on data from the 500 largest U.S. municipalities. The indicators were divided into ten categories: Governance, Economy, Education, Entrepreneurship, Environment, Health, Mobility, Security, Technology and Urbanization. Because of the use of the "model city" approach, the rating system is in a constant state of evolution and improvement reflecting the natural drive municipalities must have for constant innovation and improvement.

Upgrading a City

Combining Leading Cities' pioneering tools and network of global smart city experts with Bright Cities' innovative diagnostic technology, *Leading Cities Rating powered by Bright Cities* represents a dramatic shift in the way we measure a city's transformation to a "smart city." This insight paves the way for municipalities to better understand the improvements necessary to deliver a more resilient, sustainable and equitable city.

Tools for Change

Leading Cities members benefit from access to a library of tools and expertise to facilitate and manage the multitude of challenges facing a Smart City transformation. From comprehensive strategy development and project management to ongoing assessments and community engagement, Leading Cities provides cities what they need most: the access to the talent and tools needed to make their vision for a smarter city a reality.

For more detailed information of the *Leading Cities Rating powered by Bright Cities* you can purchase a detailed report that provides the categorical breakdown of scores in each of the 10 dimensions measured. If you need the complete diagnosis of a city with scores on 160 indicators and comparative models, you can engage directly with Bright Cities. Bright Cities provides a comprehensive diagnostic and ready to use roadmap to upgrade cities worldwide. In addition to receiving the results of the 32 indicators of the Leading Cities Rating, the comprehensive diagnosis includes the 160 indicators Bright Cities uses for global analysis.

Bright Cities is a disruptive platform for diagnosing city's roadmap to become a smarter city every day. Using a pioneering methodology, it gathers, analyzes and connects data from various sources to trace diagnoses about cities performances of any size and nationality in ten areas of expertise. From there, the platform establishes a roadmap, listing priority actions, schedules and budgets to improve the life quality of residents, public services and government. Through a gradual evolution, each city analyzed can become more efficient and intelligent until it is fully converted into a smart city.

Methodology

In a world where competition has almost been synonymous with progress, we now understand that the greatest challenges we face can only be solved through collaboration. Climate change, demographic transitions, dissolution of traditional agricultural activities, city growth, resource management, etc, all need global efforts in order to provide long-term solutions. For this reason, Leading Cities and Bright Cities have developed the *Leading Cities Rating powered by Bright Cities*—a transformative approach to measuring a city's progression toward Smart City evolution. In order to advance this new approach, we considered it vital to overcome the challenges of traditional ranking systems that perpetuate the sense of competition. By facilitating a new environment that encourages knowledge transfer, solidarity and collaboration, the *Leading Cities Rating powered by Bright Cities* is a powerful tool for cities to identify their own strengths and weaknesses, while also identifying which cities are worth learning from and collaborating with.

This rating system analyzed 32 indicators across ten categories to develop a strong picture of a municipality's foundational capabilities to further evolve into a Smarter City. Unlike a traditional ranking, the *Leading Cities Rating powered by Bright Cities* does not create a false sense of competition between cities, which results when one city must be forced to a lower ranking for another city to move up. Our Rating System uses a scale of A+ to F to score each indicator and each city overall.

This rating system is built on the open data available at the municipal, regional, federal and global levels to encourage public and private actors to be more transparent and make such data publicly available. Moreover, our rating is a tool in constant evolution, parallel to the deployment of new technologies, solutions and governance strategies—as cities become smarter our standards also increase. We are not offering a static definition of a Smart City or creating a system where the same actors will always be ranked at the top. Instead, our rating system establishes a comparison against a "model city" that is also in constant evolution. This "model city" is a compilation of the best scores achieved by all cities analyzed.

By developing this methodology, we have created a tool that can be utilized by cities to understand which of their peers are scoring highest and model their efforts, improving on existing solutions and raising the bar for all in the process. Each new technology, solution, process and/or policy implemented by an analyzed city is, in some way, incorporated into the "model city." Therefore, as cities improve, so too does the model city by which all cities are being compared.

The following category descriptions highlight both the current state of measuring cities and our vision for an improved method by which cities are also assessed on the factors that directly contribute to becoming a more sustainable, more resilient, smarter city.

GOVERNANCE

Governance is the core of a city, and it's not just related with the form of government that the city has, but how the city provides solutions to community challenges and meets the needs of its community members. Furthermore, governance includes the government's understanding of cultural nuances and the coexistence of different paradigms related to empowerment and social participation in decision-making processes of the city.

We understand governance as the way that citizens and decision-makers connect with each other, being the key element the elaboration of policies/solutions that respond to citizen's needs, especially minorities, and other underserved communities. Governance is about building cities for everybody and establishing a strong foundation for it to be built.

ECONOMY

Economy has always been a key element in traditional rakings, as it provides a global basis of comparison for cities based on economic performance indicators such us the aggregated GDP, or income per capita. However, economy is also deeply related to other domains, such as security, urbanization, or health. A Smart City must establish a strong economic foundation to address issues of inequality, income gaps, wealth-generating opportunities and the like. Smart Cities should understand that the existence of a significant gap between the richest and the poorest members of the community represents a risk for community stability, long-term economic development, and closing the digital divide. Cities that offer support and ample opportunity to all members of the community are smarter than those that only promote the growth of those who already have wealth and opportunity.

EDUCATION

Education in the digital age is a key factor of personal and community development. Cities must understand that the community's long-term strength and future is highly dependent upon the intellectual capabilities we develop for future generations. Education is more than looking at academic achievements and dropout rates, it is about the quality of the education received, the opportunities to attain higher levels of education, and the overall readiness of a young person to enter the labor market fully prepared for the jobs of that time. Education is the ladder that provides hope and opportunity for a more balanced, more equitable and more sustainable community. Cities thrive when their people have access to intellectual growth.

ENTREPRENEURSHIP

Entrepreneurship is a key component of a strong city ecosystem that serves as a vehicle for the stabilization of work and the production of high-quality jobs. In our vision, entrepreneurship should also be understood as a generator of innovative urban solutions, new business models and growth that enables a city to provide more services at improved quality and for more people than ever before. In addition, a true measure of entrepreneurship should include an evaluation of equity in terms of accessibility of all community members to not just the jobs that are created, but also the investment funding that fuels the birth and growth of new businesses.

ENVIRONMENT

Environment is the domain that measures two critical aspects of a city. The first, is the measurement of a community's use of and dependence on natural resources. The second, is the city's own ecological assessment of air quality, green spaces, clean water, and the reduction on consumption of resources. Each of these aspects of the city are vital to effectively tackle Climate Change and create greater environmental sustainability, so every community member can have access to basic and critical resources, as well the education needed to preserve these resources for future generations.

HEALTH

Health is much more than a service—it should be considered a basic human right, deeply related to factors far beyond just the access to medical attention. Health is the measure of factors ranging from environmental and accessibility factors to quality and impact factors. Through this category, we seek to assess and promote a culture of health among citizens, as well as the access to needed medical services. It does not really matter if a city has the most recognized hospital in a field, if the access is restricted just to the wealthiest members of the community and those participating in health tourism. Health should be understood as a basic service and when not free completely affordable.

MOBILITY

Mobility is much more than traveling from point A to point B, so we are not just measuring the movement of people, goods and resources, but also understanding that such mobility is achieved in the most efficient and ecological way. That's why this domain is deeply affected by policy making and goes beyond the traditional analysis of traffic congestion or time required for an average daily routine. Through this domain we use different indicators to understand the range of mobility options, the limits of those options and the overall impact moving people and goods through the city has on the community. We recognize that the future of mobility in urban centers must include the transition to policy opportunities and economic models that result in the reduction or elimination of CO_2 emissions.

SECURITY

Our approach to security is based on the UN General Assembly resolution 66/290, *"human security is an approach to assist Member States in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of their people." It calls for "people-centered, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people."* Based on this approach, our security category seeks to measure not just criminality, theft or murder but also the resiliency of a community to avoid or recover from human and/or natural disasters, ability to support human dignity with protections against homelessness and other challenges of inequity faced by marginalized communities.

TECHNOLOGY

Technology is not an end in and of itself but rather a means to an end—technology is an amplifier of human will. We don't only approach this category from an approach that analyzes the best internet connection, the number of sensors (IoT) or smart devices, but also the efforts made to eliminate the digital divide, provide redundant services when necessary to assure access to community services by all members of that community. We also seek to measure the safeguards in place to protect individuals from the challenges of technology, including data privacy and protections.

URBANIZATION

The urban fabric is traditionally defined by zoning and functionality such as industrial production, offices, residential areas, etc. This fabric is greatly shaped by the growing densities in our urban centers resulting from the migration of individuals and families from suburban and rural areas to city centers. Understanding the density of a city provides insight into the needs, challenges and impacts a community produces. The unmet needs and growing challenges members of the community have as urban populations rise dictate the critical importance city leaders must address to ensure long-term sustainability.

Grading System

A Grades

Municipalities that are rated A+ are considered a "Smart City" in the strictest definition of the term. Their Performance Indicators are among the highest levels of excellence, providing citizens with high-quality services, fast and personalized to the most diverse demands of citizens. Solid infrastructure and integration with innovative technologies make these municipalities able to innovate and adapt to residents' needs as quickly and efficiently as possible, building collaborative management, avoiding wasteful public spending and enabling assertive planning to meet these needs. For cities achieving A or A- grades, though close, have not completely achieved such high scores across the board leaving room for improvement and fine tuning before attaining an A+ rating.

B Grades

B rated municipalities are significantly on their way to becoming a "Smart City," their performance indicators are strong, allowing citizens to enjoy moderately high-quality services quickly and generally meet the needs of citizens. The governance structure(s) of these municipalities allows public managers to invest in cutting-edge technologies and innovative actions to meet residents' needs, but in order to reach levels of excellence in citizens' quality of life and income standards, these municipalities need to invest in actual implementation. Cities achieving a B grade (B+, B or B-) generally have existing planning processes that are inclusive and typically map the most diverse needs of citizens across the city, but still does not deliver equitable access to resources and opportunities to all neighborhoods.

C Grades

Municipalities that are classified with a C grade have achieved mid-level quality services related to the performance of services provided by other cities. These cities also show significant areas of improvement in one or more category and have difficulty meeting the totality of needs of their constituents. Characteristically, cities with a C grade still use traditional forms of planning that achieve satisfactory levels of results but are subject to failure due to constant changes and usually generate a reactive approach to meeting citizen's demands. Additionally, the infrastructure of these municipalities is falling short of best practices and requires substantial investment to build a solid base for growth. Currently, C-rated cities usually do not support cutting-edge technologies that would inevitably increase their ability to deliver higher quality and quantity of services to constituents now and with projected growth.

Grading System

D Grades

Municipalities that are classified with D grades have serious problems in the multiple categories examined by The Leading Cities Rating powered by Bright Cities. These cities are characterized by low performance levels, delivering little productivity and with significant delays in the processes that permeate their services. The infrastructure of municipalities with D grades are fragile and outdated, need constant investments and are generally unable to deploy most technologies that improve the quality and speed of services delivered to all constituents. Overall planning for the city must also be addressed as it can generally be classified as being unassertive and only responds to challenges reactively. Finally, a good structural foundation for traditional services still needs to be created so that it can continue to evolve sustainably through the years.

F Grade

Municipalities that are classified with the grade F have serious problems in all areas mapped by the indicator system, so their performance in service delivery is slow, of poor quality and does not respond to the biggest challenges faced by their constituents. The infrastructure of these municipalities does not allow for the implementation of innovative technologies that assist in the delivery of higher quality services and constitutes a major obstacle in the evolution of solving the serious socio-economic problems faced by citizens. Finally, the lack of good tools and availability of data negatively influence public planning that often becomes inaccurate, creates unnecessary spending, and generates the need for reformulation in short time periods.

The Model City

The model city was designed with the intention of comparing cities' performance with the best practices implemented in the cities analyzed by the *Leading Cities Rating powered by Bright Cities*, setting a bold target for municipalities aiming to achieve the A + score, while respecting economic realities, demographic and cultural aspects.

Therefore, the model city indicators were calibrated by identifying the best examples from the analyzed cities, i.e., the model city is the union of the best results in service delivery and performance of the municipal management in the 500 largest municipalities in the United States, the group of cities that were contemplated in this first rating system.

The methodology consists of identifying the best example of city performance indicator by indicator, considering only the data in which information is available through official and central regulatory body that establishes a standardized methodology and unit of measure for the construction of the indicator. This methodology was used in order to avoid distortions inherent in different ways of collecting, processing and disseminating information.

In practical terms, municipalities that received an A rating in the overall ranking are examples of public management and are following the exponential escalation in service delivery provided in times when the citizen demands quality of public services as good as they get in the private market.

The best grade achieved in this edition of Rating Leading Cities was A- in four cities that deserve to be highlighted, even considering that the A- grade still leaves gaps and opportunities for growth in these municipalities. Having as common characteristic medium-sized cities, in the range of 75 – 100 thousand inhabitants, and close to important metropolitan and commercial regions allowing economic development without counting the natural problems to the great urban agglomerations.

Only four cities achieved score A

Among the highlights is **Newton**, a city with 88,000 inhabitants located in eastern Massachusetts, and one of the major cities within Greater Boston. Newton received one of the highest scores in the rating and stood out mainly in the areas of Governance and Security, where it is worth mentioning the low crime rates against property and homicide, according to FBI data. In both cases, Newton was far below state and national avarages. In 2018, there were no homicides within the municipality's jurisdiction, the city achieved half the state´s average on property crimes indicator per 100,000 inhabitants almost three times less than the national average in this indicator. The excellent safety results can, in part, be credited for impressive results in low unemployment and to the strong education system in the city.
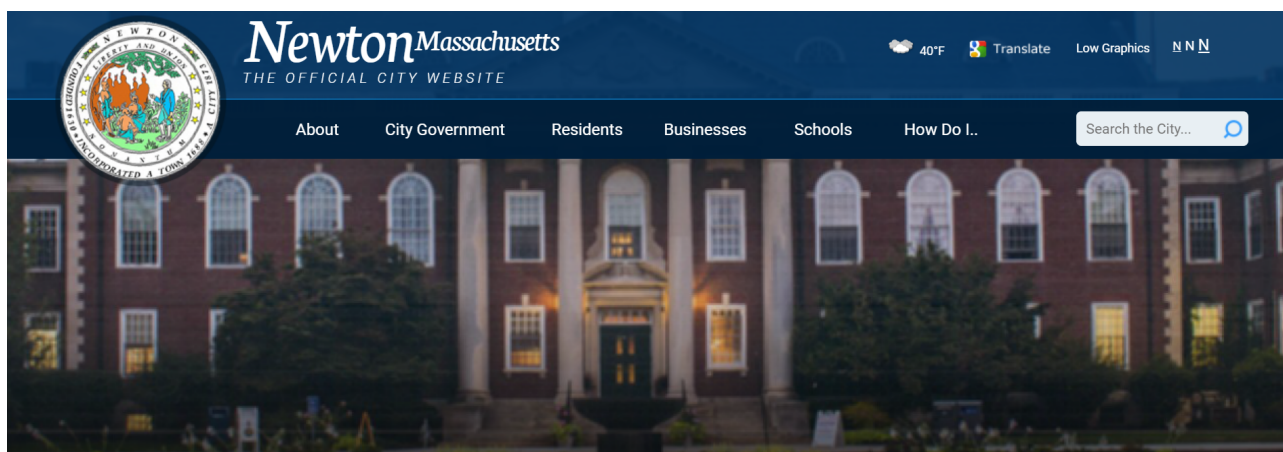
Located in the San Francisco Metropolitan Area, **Pleasanton** is a city of about 80,000 inhabitants in the state of California. Its highlight are in the areas of Education, Health and Governance having achieved A scores in all three areas. Pleasanton is also recognized for the innovation approach to participatory management as realized with the initiatives like the "Development Project Status" tool on the city's official website where citizens can monitor the status, description and responsible for works in the municipality.

Very close to Pleasanton, the **San Ramon** municipality is the second municipality of the San Francisco Metropolitan Area that has received the overall A- rating, the highest rating achieved. In addition to being at the highest level in the areas of Education and Employment, it is worth noting that the average salary in this municipality is much higher than the national average, thus following a state trend, even in a medium-sized city. San Ramon also features connectivity and technology, exceeding expectations for a municipality of this size.

Finally, **Plymouth** is a city in the Minneapolis – Saint Paul Metropolitan Area in the south-central region of Minnesota, excelling in both Health and Safety indicators. Plymouth has a number of recreation and green spaces that are important for higher quality of life for constituents. Another indicator that draws attention is that the average wages of residents are above both state and national averages, and both are directly with the promising results indicators.

Results

A GRADE

City Name	State	Rating	City Name	State	Rating
Newton	Massachusetts	A-	San Ramon	California	A-
Pleasanton	California	A-	Plymouth	Minnesota	A-

B GRADE

City Name	State	Rating	City Name	State	Rating
Carmel	Indiana	B+	League	Texas	B+
Cary town	North Carolina	B+	Livermore	California	B+
Fishers	Indiana	B+	Newport Beach	California	B+
Sunnyvale	California	B+	O'Fallon	Missouri	B+
Carlsbad	California	B+	Redondo Beach	California	B+
Centennial	Colorado	B+	Schaumburg village	Illinois	B+
Bellevue	Washington	B+	Troy	Michigan	B+
Fremont	California	B+	Boulder	Colorado	B+
Mount Pleasant town	South Carolina	B+	Somerville	Massachusetts	B+
Santa Clara	California	B+	Thousand Oaks	California	B+
Mountain View	California	B+	Olathe	Kansas	B+
Naperville	Illinois	B+	Rochester	Minnesota	B+
Overland Park	Kansas	B+	San Mateo	California	B+
Mission Viejo	California	B+	Bloomington	Minnesota	B+
Folsom	California	B+	Cambridge	Massachusetts	B+
Arlington Heights village	Illinois	B+	Gilbert town	Arizona	B+
Rochester Hills	Michigan	B+	Hoover	Alabama	B+
Allen	Texas	B+	Irvine	California	B+
Lee's Summit	Missouri	B+	Milpitas	California	B+
Frisco	Texas	B+	Sandy Springs	Georgia	B+
Johns Creek	Georgia	B+	Chino Hills	California	B+

B GRADE

City Name	State	Rating	City Name	State	Rating
Scottsdale	Arizona	B+	Ann Arbor	Michigan	B+
Alexandria	Virginia	B+	Broken Arrow	Oklahoma	B+
Arvada	Colorado	B+	Chandler	Arizona	B+
Sugar Land	Texas	B+	Hillsboro	Oregon	B+
Torrance	California	B+	Roseville	California	B+
Alameda	California	B+	San Marcos	California	B+
Livonia	Michigan	B+	Sandy	Utah	B+
Roswell	Georgia	B+	Seattle	Washington	B+
Simi Valley	California	B+	Warwick	Rhode Island	B+
Urban Honolulu CDP	Hawaii	B+	Bolingbrook village	Illinois	B+
Fort Collins	Colorado	B+	Layton	Utah	B+
Pearland	Texas	B+	Renton	Washington	B+
Lake Forest	California	B+	Stamford	Connecticut	B+
Daly	California	B+	Westminster	Colorado	B+
Redwood	California	B+	Carrollton	Texas	B-
Boca Raton	Florida	B+	Plantation	Florida	B-
McKinney	Texas	B+	Santa Barbara	California	B-
Santa Clarita	California	B+	Santa Monica	California	B-
Temecula	California	B+	Burbank	California	B-
Union	California	B+	Clifton	New Jersey	B-
Virginia Beach	Virginia	B+	Iowa	Iowa	B-
Bend	Oregon	B+	Norwalk	Connecticut	B-
Farmington Hills	Michigan	B+	Quincy	Massachusetts	B-
Huntington Beach	California	B+	San Francisco	California	B-
Palatine village	Illinois	B+	Rancho Cucamonga	California	B-
Plano	Texas	B+	Cranston	Rhode Island	B-
Richardson	Texas	B+	Loveland	Colorado	B-
Edmond	Oklahoma	B+	Waukesha	Wisconsin	B-
Evanston	Illinois	B+	West Jordan	Utah	B-
Round Rock	Texas	B+	Berkeley	California	B-

B GRADE

City Name	State	Rating	City Name	State	Rating
Burlington	Vermont	B-	Beaverton	Oregon	B-
Coral Springs	Florida	B-	Corona	California	B-
Lincoln	Nebraska	B-	Danbury	Connecticut	B-
Missouri	Texas	B-	Hayward	California	B-
Lawrence	Kansas	B-	Meridian	Idaho	B-
Nashua	New Hampshire	B-	Orem	Utah	B-
Pembroke Pines	Florida	B-	Tustin	California	B-
Surprise	Arizona	B-	Anchorage municipality	Alaska	B-
Cheyenne	Wyoming	B-	Asheville	North Carolina	B-
Austin	Texas	B-	Chesapeake	Virginia	B-
Fargo	North Dakota	B-	Lakewood	California	B-
Murrieta	California	B-	Rio Rancho	New Mexico	B-
Napa	California	B-	Sioux Falls	South Dakota	B-
San Diego	California	B-	Thornton	Colorado	B-
San Jose	California	B-	Bellingham	Washington	B-
Vacaville	California	B-	Brooklyn Park	Minnesota	B-
Davie town	Florida	B-	Glendale	California	B-
Elk Grove	California	B-	Henderson	Nevada	B-
Lewisville	Texas	B-	Lakewood	Colorado	B-
Orange	California	B-	Longmont	Colorado	B-
Peoria	Arizona	B-	Santa Fe	New Mexico	B-
Madison	Wisconsin	B-	Appleton	Wisconsin	B-
Cedar Rapids	Iowa	B-	Bloomington	Illinois	B-
Charleston	South Carolin	B-	Buena Park	California	B-
New Rochelle	New York	B-	San Buenaventura (Ventura)	California	B-
Port St. Lucie	Florida	B-	San Leandro	California	B-
Raleigh	North Carolin	B-	Duluth	Minnesota	B-
College Station	Texas	B-	Midland	Texas	B-
Costa Mesa	California	B-	Parma	Ohio	B-
Concord	North Carolina	B-	Portland	Maine	B-

B GRADE

City Name	State	Rating	City Name	State	Rating
Santa Rosa	California	B-	Sterling Heights	Michigan	B-
St. George	Utah	B-	Suffolk	Virginia	B-
West Covina	California	B-	Salt Lake	Utah	B-
Concord	California	B-	Columbia	Missouri	B-
Miramar	Florida	B-	Downey	California	B-
Oceanside	California	B-	Minneapolis	Minnesota	B-
Menifee	California	B-	Vista	California	B-
Tracy	California	B-	Chico	California	B-
Boise	Idaho	B-	Missoula	Montana	B-
Cape Coral	Florida	B-	Boston	Massachusetts	B-
Irving	Texas	B-	Anaheim	California	B-
Pasadena	California	B-	Fayetteville	Arkansas	B-
Provo	Utah	B-	Champaign	Illinois	B-
Billings	Montana	B-	Yonkers	New York	B-
Colorado Springs	Colorado	B-	Chino	California	B-
Tempe	Arizona	B-	Sunrise	Florida	B-
Chula Vista	California	B-	Lexington-Fayette urban county	Kentucky	B-
Denver	Colorado	B-	Denton	Texas	B-
Manchester	New Hampshire	B-	Union	New Jersey	B-
Clovis	California	B-	Carson	California	B-
Eugene	Oregon	B-	Grand Prairie	Texas	B-
Portland	Oregon	B-	Melbourne	Florida	B-
Alhambra	California	B-	Murfreesboro	Tennessee	B-
Aurora	Illinois	B-	Salem	Oregon	B-
Durham	North Carolina	B-	St. Paul	Minnesota	B-
Elgin	Illinois	B-	Whittier	California	B-
Fullerton	California	B-			
Miami Beach	Florida	B-			
Norman	Oklahoma	B-			
Southfield	Michigan	B-			

C GRADE

City Name	State	Rating	City Name	State	Rating
Aurora	Colorado	C+	Baldwin Park	California	C+
Federal Way	Washington	C+	Citrus Heights	California	C+
New York	New York	C+	Fontana	California	C+
Sioux	Iowa	C+	Hampton	Virginia	C+
Upland	California	C+	Lowell	Massachusetts	C+
Westminster	California	C+	Lynchburg	Virginia	C+
Charlotte	North Carolina	C+	Mesa	Arizona	C+
Lubbock	Texas	C+	Sparks	Nevada	C+
San Angelo	Texas	C+	Tallahassee	Florida	C+
Hollywood	Florida	C+	Auburn	Washington	C+
Rapid	South Dakota	C+	Avondale	Arizona	C+
Redlands	California	C+	Garden Grove	California	C+
Spokane Valley	Washington	C+	Lafayette	Louisiana	C+
Vancouver	Washington	C+	Las Cruces	New Mexico	C+
West Valley	Utah	C+	Nashville-Davidson metro. gov. (balance)	Tennessee	C+
Worcester	Massachusetts	C+	Omaha	Nebraska	C+
Edinburg	Texas	C+	Redding	California	C+
Escondido	California	C+	Boynton Beach	Florida	C+
Fairfield	California	C+	Bryan	Texas	C+
Green Bay	Wisconsin	C+	El Paso	Texas	C+
Jersey	New Jersey	C+	Jacksonville	North Carolina	C+
Manteca	California	C+	Medford	Oregon	C+
Palm Coast	Florida	C+	Bloomington	Indiana	C+
Grand Rapids	Michigan	C+	Deerfield Beach	Florida	C+
Joliet	Illinois	C+	Lafayette	Indiana	C+
Kenner	Louisiana	C+	Long Beach	California	C+
Kent	Washington	C+	McAllen	Texas	C+
Mount Vernon	New York	C+	Albany	New York	C+
Orlando	Florida	C+	Columbus	Ohio	C+
Wyoming	Michigan	C+	Des Moines	Iowa	C+

C GRADE

City Name	State	Rating	City Name	State	Rating
Garland	Texas	C+	Springfield	Illinois	C+
Odessa	Texas	C+	Tyler	Texas	C+
Pittsburgh	Pennsylvania	C+	Wichita Falls	Texas	C+
Tampa	Florida	C+	Wilmington	North Carolina	C+
Washington	District of C	C+	Bellflower	California	C+
Amarillo	Texas	C+	Davenport	Iowa	C+
Bethlehem	Pennsylvania	C+	Kennewick	Washington	C+
Everett	Washington	C+	Largo	Florida	C+
Jacksonville	Florida	C+	Mesquite	Texas	C+
Reno	Nevada	C+	New Haven	Connecticut	C+
St. Petersburg	Florida	C+	Norwalk	California	C+
El Cajon	California	C+	Palm Bay	Florida	C+
Greeley	Colorado	C+	Sacramento	California	C+
Abilene	Texas	C+	Topeka	Kansas	C+
Greenville	North Carolina	C+	Clearwater	Florida	C+
Arlington	Texas	C+	Kansas	Missouri	C+
Athens-Clarke County unified government (balance)	Georgia	C+	Lakeland	Florida	C+
Gainesville	Florida	C+	Phoenix	Arizona	C+
Hawthorne	California	C+	Santa Ana	California	C+
Jonesboro	Arkansas	C+	Scranton	Pennsylvania	C+
Louisville/Jefferson County metro gov. (balance)	Kentucky	C+	Albuquerque	New Mexico	C+
Oakland	California	C+	Corpus Christi	Texas	C+
Palmdale	California	C+	Killeen	Texas	C+
Tacoma	Washington	C+	Little Rock	Arkansas	C+
Vallejo	California	C+	Nampa	Idaho	C+
Waterloo	Iowa	C+	Fort Lauderdale	Florida	C+
Clarksville	Tennessee	C+	Mission	Texas	C+
Los Angeles	California	C+	Roanoke	Virginia	C+
Oklahoma	Oklahoma	C+	Spokane	Washington	C+
Pawtucket	Rhode Island	C+	West Palm Beach	Florida	C+

C GRADE

City Name	State	Rating	City Name	State	Rating
Dearborn	Michigan	C+	North Las Vegas	Nevada	C+
Gresham	Oregon	C+	Richmond	Virginia	C+
Huntsville	Alabama	C+	Rock Hill	South Carolin	C+
Newport News	Virginia	C+	St. Joseph	Missouri	C+
Ontario	California	C+	Yuma	Arizona	C+
Turlock	California	C+	El Monte	California	C+
Chicago	Illinois	C+	Hialeah	Florida	C+
Deltona	Florida	C+	Peoria	Illinois	C+
Elizabeth	New Jersey	C+	Waco	Texas	C+
Glendale	Arizona	C+	Decatur	Illinois	C+
Greensboro	North Carolina	C+	Moreno Valley	California	C+
High Point	North Carolina	C+	Norfolk	Virginia	C+
Lynn	Massachusetts	C+	Visalia	California	C+
Oxnard	California	C+	Charleston	West Virginia	C+
Pomona	California	C+	Laredo	Texas	C+
Richmond	California	C+	Miami Gardens	Florida	C+
Riverside	California	C+	Perris	California	C+
Santa Maria	California	C+	Pharr	Texas	C+
Wichita	Kansas	C+	Columbia	South Carolina	C+
Antioch	California	C+	Houston	Texas	C+
Apple Valley town	California	C+	Longview	Texas	C+
Atlanta	Georgia	C+	Racine	Wisconsin	C+
Fayetteville	North Carolina	C+	Salinas	California	C+
Fort Worth	Texas	C+	Savannah	Georgia	C+
Springdale	Arkansas	C+	Schenectady	New York	C+
Waukegan	Illinois	C+	Tulsa	Oklahoma	C+
Westland	Michigan	C+	Winston-Salem	North Carolina	C+
Brockton	Massachusetts	C+	Kenosha	Wisconsin	C+
Fort Wayne	Indiana	C+	Portsmouth	Virginia	C+
Inglewood	California	C+	Providence	Rhode Island	C+

C GRADE

City Name	State	Rating	City Name	State	Rating
Warner Robins	Georgia	C+	Rialto	California	C+
Columbus	Georgia	C+	Hesperia	California	C+
Dallas	Texas	C+	Beaumont	Texas	C+
Erie	Pennsylvania	C+	North Charleston	South Carolina	C+
Gastonia	North Carolina	C+	Syracuse	New York	C+
Kansas	Kansas	C+	Yakima	Washington	C+
Las Vegas	Nevada	C+	Baytown	Texas	C+
Miami	Florida	C+	Lake Charles	Louisiana	C+
Springfield	Missouri	C+	Lynwood	California	C+
Tucson	Arizona	C+	Philadelphia	Pennsylvania	C+
Montgomery	Alabama	C+	South Gate	California	C+
New Orleans	Louisiana	C+	Warren	Michigan	C+
Ogden	Utah	C+	Cicero town	Illinois	C+
Pasadena	Texas	C+	Cincinnati	Ohio	C+
San Antonio	Texas	C+	Knoxville	Tennessee	C+
Bakersfield	California	C+	Modesto	California	C+
Brownsville	Texas	C+	Mobile	Alabama	C+
Fall River	Massachusetts	C+	Muncie	Indiana	C+
Independence	Missouri	C+	St. Louis	Missouri	C+
Indianapolis (balance)	Indiana	C+	Toledo	Ohio	C+
Indio	California	C+	Macon-Bibb County	Georgia	C+
Kalamazoo	Michigan	C+	Milwaukee	Wisconsin	C+
Lansing	Michigan	C+	Tuscaloosa	Alabama	C+
New Britain	Connecticut	C+	Augusta-Richmond County consolidated government (balance)	Georgia	C+
Birmingham	Alabama	C+	Baltimore	Maryland	C+
Bridgeport	Connecticut	C+	New Bedford	Massachusetts	C+
Lawrence	Massachusetts	C+	Rochester	New York	C+
Lawton	Oklahoma	C+	Rockford	Illinois	C+
Passaic	New Jersey	C+	Baton Rouge	Louisiana	C+
Pompano Beach	Florida	C+	Evansville	Indiana	C+

C GRADE

City Name	State	Rating	City Name	State	Rating
Paterson	New Jersey	C+	Stockton	California	C-
Chattanooga	Tennessee	C-	Victorville	California	C-
Fresno	California	C-	Wilmington	Delaware	C-
Lancaster	California	C-	Allentown	Pennsylvania	C-
Shreveport	Louisiana	C-	Canton	Ohio	C-
Waterbury	Connecticut	C-	Merced	California	C-
Akron	Ohio	C-	South Bend	Indiana	C-
Lauderhill	Florida	C-	Compton	California	C-
Buffalo	New York	C-	Trenton	New Jersey	C-
Gulfport	Mississippi	C-	Albany	Georgia	C-
Pueblo	Colorado	C-	Camden	New Jersey	C-
Newark	New Jersey	C-	Hemet	California	C-
Fort Smith	Arkansas	C-	Memphis	Tennessee	C-
Hammond	Indiana	C-	Dayton	Ohio	C-
Hartford	Connecticut	C-	San Bernardino	California	C-
Jackson	Mississippi	C-	Youngstown	Ohio	C-
Springfield	Massachusetts	C-	Reading	Pennsylvania	C-

D GRADE

City Name	State	Rating	City Name	State	Rating
Gary	Indiana	D+	Flint	Michigan	D+
Cleveland	Ohio	D+	Detroit	Michigan	D+

F GRADE

City Name	State	Rating	City Name	State	Rating
None					

Making Smart Cities Smarter

About Leading Cities

Leading Cities, an international nonprofit organization, is a global leader in Smart City solutions, city diplomacy, collaboration advancing sustainability and resilient city strategies and technologies to improve the life quality of cities from all around the world. With its global network of world-class cities, Leading Cities has built tools and networks to share practices, solutions and lessons learned among city leaders while breaking down barriers within cities by engaging each of the five sectors of the Quintuple-helix (Q-helix): Public, Private, Non-profit, Academia and Citizenry.

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About Bright Cities

Bright Cities is a disruptive platform for diagnosing city's roadmap to become a smarter city every day. Using a pioneering methodology, it gathers, analyzes and connects data from various sources to trace diagnoses about cities performances of any size and nationality in ten areas of expertise. From there, the platform establishes a roadmap, listing priority actions, schedules and budgets to improve the life quality of residents, public services and government. Through a gradual evolution, each city analyzed can become more efficient and intelligent until it is fully converted into a smart city.

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