City of Spokane: Smarter by Practice

Creative problem solving, data driven decisions, performance management, and citizen engagement to deliver great services and tangible outcomes for our Citizens

August 24, 2018

The Honorable David A. Condon – Mayor
Eric Finch – Chief Innovation and Technology Officer
Smarter by Practice

• Doing smart projects for a long time
• Stop talking about clouds and talk about things citizens can relate to
• Don’t need a conference or label to do smart projects
• Get it out of the lab and operationalize at scale
• Need to be smart across the city, not just on a few blocks
• Cities need help with R&D; great connection to partners
Effective Innovation

• Fully integrated six year capital plan with digital infrastructure
• Must meet need with operational, citizen, or capacity benefit
• Be a practical approach that aligns with strategic and/or annual work plans
• Must be sustainable – economically, staff effort, and maintenance
• Use partners (university/vendor) for R&D
• Be serious on strategic planning before engaging any long term, large scale need
• Don’t do a pilot just to do one; it must scale
• Create a dedicated Innovation Team
Maximizing Technology Investment

- The best R&D: Rip off and Duplicate – get on a plane, go see it/steal it
- Fiber/digital infrastructure key to everything here/coming
- Workgroup to review/advise 5G and all new vendor digital infrastructure
- New tech needs contract language to ensure vendors are responsible
- Experiment and fail fast
- Establish an innovation fund
- Make sure you own & control data
- Open system is the holy grail
Community Engagement & Equity

• “Smart City” initiatives are difficult to explain and don’t resonate
• Must learn to talk to regular people about how “smart city” helps
• Increased technology investments important but not visible – connect it
• Citizens need to get comfortable with data being collected and shared
• Connect investments to citizen needs like public safety, housing, school and libraries, homelessness, job creation
• Scale infrastructure investment to address the digital divide
Effective Partnerships

- Urbanova has enabled several partnerships and opportunities
- Ability to share cost, information, and technology is very beneficial
- Nothing beats great 1:1 partnerships for mutual effort and benefit
- Partnerships with different levels of government create new opportunities
- Partnership on infrastructure, land use and facilities, and education
- There is no reason to do it alone. Other agencies need to do the same thing
- Get on a plane and visit a sister city that has something you need
Lessons Learned

• Citizen engagement on how this connects to them on a practical level is fundamental
• Cities must lead any regional group and set the vision and goals
• Communication of strategy and practical goals
• Pilots stretch into years, not designed to scale
• Get it out of the lab and into the street
• Poor inventory of our digital infrastructure, and limited knowledge of vendors/partners
• Last minute grant applications that generate a lot of work with little practical benefit
• Management by committee on issues like 5G or vendor initiatives that span departments
• Don’t do solutions in search of a problem!
Our Operational Initiatives

- Dozens of projects; majority in PW
- Review of operational benefit versus maintenance life cycle
- Tied to City studies and planning
- Public safety a focus area
- SCADA and control systems
- High bandwidth capability for video
- Eco-park with low cost power and high speed digital connectivity
- Ramping up fiber investment
- Large scale digital connection

Links to Urbanova & Regional Partnerships

Links to Public Works and Sustainability

- Lighting
- Automated metering
- Smart parking
- Smart traffic signals
- Smart pedestrian safety
- Camera and LPR
- Storm water and CSO
- Spokane Internet Exchange

= New; in 2019 Budget
City Innovation Team

Purpose: A dedicated team reporting directly to Cabinet-level governance to work on short-term, innovation based projects that support new and emerging initiatives tied to the City’s strategic plan.

Roles to provide to Innovation Team
Department(s) of selected project:
- Lead/Subject Matter Expert (SME)
- Department resource “committed” to project to drive project and have “skin in the game”

ITSD:
- Senior PM
- Business Analyst (Business case, requirements, RFI/RFP, performance measures and dashboards)
- Data Analyst (as required)
- GIS Analyst
- Technology support (as required)
- Mobile App Developer (w/ Communications)

Communications:
- Website and/or mobile app development (as required)

Human Resources:
- Continuous Improvement (as required)

Finance:
- Analytics Analyst
- Financial Analyst (as required)

Ties into Performance Measures and Dashboard, Smart Cities, and Open Government priorities
Project ideas submitted for review. Some are flagged as innovative.

- Business cases and project charters are developed for promising project ideas.

Innovation projects are prioritized by the steering committee based on business case.

- The highest priority project is moved forward and resources are secured.

Dedicated resources execute the time-boxed project for fast turnaround.

Innovation projects are in a continuous state of progress toward execution.