July 12, 2018

For years, the City of West Hollywood, California delved into innovative improvements for their community and organization. But why not bring these projects under the same program plan, integrating efforts from multiple departments?
About the Alliance

- Convene and Engage Networks of Thought Leaders
- Provide Training to help Organizations Build and Sustain a Culture of Innovation
- Identify, Distribute Leading & Emerging Practices/Trends Important to Local Gov
- @transformgov
- @WeHoCity
How To: GoToWebinar

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Clicking the arrow on your Go To Webinar Toolbox opens and closes your viewer.

All attendees are muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Presenters

Kate Mayerson
Innovation Analyst
City of West Hollywood
An initiative of the City of West Hollywood

STRATEGIC PLAN

2018
7.12.18
AGENDA

A Strategic Plan for Smart Cities: Going Beyond Technology

- Branding and Messaging
- Defining WeHo Smart City
- Human-Centered Communication
- Finally, the Initiatives!
ABOUT ME

Kate Mayerson
Innovation Analyst
City of West Hollywood
BRANDING AND MESSAGING
STRATEGY

VALUES

The Brand Values are three words that sum up the feelings the brand should convey.

Think of them like a mantra. Our Brand Values are:

Dynamic
Conscious
Rebellious
WE’RE CONSCIOUS
Make meaningful connections.
Unplug.
Enjoy your surroundings.

WE’RE REBELLIOUS
Go against the grain.
Celebrate the LGBT community.
Stake an outrageous claim for the future.
# Messaging Framework

Messages are the actual content of what you say when you write or speak.

Our messages are made up of three component parts:

- **Features**
- **Values**
- **Real WeHo Examples**

## Features

[ DEFINITION ]

A feature is a specific function or service provided by the project. It can be as simple as a word or a phrase.

### EXAMPLE

**Smart Bus Shelters**

Features include free public wifi, charging outlets, digital screens, real time schedule updates, and expanded seating.

### NOT A FEATURE

The partnership structure with JCDecaux + Outfront Media

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## Values

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## Real WeHo Examples

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<table>
<thead>
<tr>
<th>VALUES</th>
<th>REAL WEHO EXAMPLE</th>
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<tbody>
<tr>
<td><strong>REAL WEHO EXAMPLE</strong></td>
<td><strong>VALUES</strong></td>
</tr>
<tr>
<td><strong>DEFINITION</strong></td>
<td>Value is the impact the features of the project will have on the lives of WeHo community members.</td>
</tr>
<tr>
<td><strong>EXAMPLE</strong></td>
<td>Real WeHo Examples connect the value of a feature to the daily lives of the WeHo community.</td>
</tr>
<tr>
<td><strong>NOT A VALUE</strong></td>
<td>Real WeHo Examples are an area for creativity and an opportunity to relate to the reader.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXAMPLE</strong></th>
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<tbody>
<tr>
<td><strong>Charging Outlets at Smart Bus Shelters</strong></td>
</tr>
<tr>
<td>A value of the charging outlet feature at Smart Bus Shelters is the ability to charge your phone at the bus stop.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NOT A REAL WEHO EXAMPLE</strong></th>
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<tbody>
<tr>
<td><strong>Example</strong></td>
</tr>
<tr>
<td><strong>Phone Charging at Smart Bus Shelters</strong></td>
</tr>
<tr>
<td>Charging your phone at the bus stop means you can keep using your phone for things that might drain the battery, like listening to a podcast.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NOT A VALUE</strong></th>
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</thead>
<tbody>
<tr>
<td>The number of outlets located at each bus stop</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>NOT A REAL WEHO EXAMPLE</strong></th>
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<tbody>
<tr>
<td>Posting to MySpace</td>
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</table>

CITY OF WEST HOLLYWOOD
The following example messages for a Smart Bus Shelter project exemplify both the voice guidelines and the messaging framework.

**Smart Bus Stops** take the guesswork out of waiting with real time updates.

Now you can get back to what matters most, your outfit of the day selfie.
WeHo Smart City
Brand Guidelines

**CONSCIOUS EXAMPLE**

- Make meaningful connections.
- Unplug.
- Enjoy your surroundings.

**REBELLIous EXAMPLE**

- Go against the grain.
- Celebrate the LGBT community.
- Stake an outrageous claim for the future.

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**RECHARGE YOURSELF**

**Smart Bus Stops** help you mindfully pause with charging outlets.

Now you can stay focused on your travel companion, your favorite podcast.

---

**DOMINATE YOUR DATA**

**Smart Bus Stops** help you get your work done anywhere with free public wifi.

Now you can video conference on the go, unshackled from your data plan.
DEFINING WEHO SMART CITY
DEFINE
SMART CITY
A smart city optimizes systems by using technology and data to improve service delivery and customer satisfaction while creating new opportunities for engagement and problem-solving for better shared outcomes.
CORE VALUES

WeHo Smart City is an initiative that holistically weaves technology into the fabric of the city.

Sustainability
Mobility
Accessibility
Resiliency
Transparency
WeHo Smart City is committed to sustainable practices in all that we do. We optimize resources for the quality of life for our residents, businesses and visitors through a holistic approach to service delivery across the full spectrum of human lifetime and experience. We serve WeHo’s dynamic community, unique environment, and growing economy through a “right-size” approach to services and programs.
WeHo Smart City is multi-modal for local trips and well-connected to regional networks. WeHo seamlessly gets residents where they need to go, regardless of ability, by providing a quality range of mobility options — from active transportation to public transport.

SMART GOAL
Our goal is to support a frictionless travel experience for the entire community through better data and responsive public services in preparation for a shared, electric, and autonomous future.
WeHo Smart City ensures access for everyone through user-friendly and reliable services and programs. We welcome community stakeholders and partners to the table to help us address our greatest challenges and empower city staff to continue in their commitment to world-class customer service.

SMART GOAL
Starting with how we work at city hall, our goal is to optimize systems that are ubiquitous, reliable, and inter-operable so we all can get the most out of our livable, affordable, and vibrant city.
WeHo Smart City is resilient. WeHo remains a strong city that is flexible to ever-changing needs and demands. We are ready for the uncertainty of technological innovation by adopting systems that are open and agile. We are prepared for potential disasters, public emergencies, “graceful failure,” and other sometimes imperceptible forces of change by incorporating cybersecurity, redundancy and analog back-ups into our systems and public spaces.

**CORE VALUE**

**RESILIENCY**

**SMART GOAL**

Our goal is to establish a solid foundation that will give us the flexibility to change as needed while creating a safe, connected, and comfortable city.
As a Smart City, West Hollywood is universally transparent. WeHo communicates and welcomes feedback openly to optimize our operations and provide the best customer service. We prepare our staff through training and skill-building to prepare us for technological change while building capacity as a data-driven organization. We are champions of civic engagement and open governance in all of our work and leverage cost-saving, time-saving technologies to make it easier to be part of the positive change we desire.
HUMAN-CENTERED COMMUNICATION
HUMAN-CENTERED APPROACH

WeHo Smart City is an initiative that focuses on people-first, recognizing that it is civic leadership, city staff, and the broader community that makes West Hollywood a great place to live, work, and play.
CITY OF THE FUTURE
A resident plans his route to the new pop-up business incubator.
A Visitor Plans His Day to WeHo

[Comic panels depict a visitor using a map app to plan his day, visiting a farmers' market, and other activities in WeHo.]
THE INITIATIVES
WEHO SMART CITY

THREE PROJECT FOCUS AREAS

WeHo Smart City builds on the strengths of the community and city today while preparing for the future.

- Smart City Hall uses data to help manage programs and services; empowers staff to make a positive, measurable difference daily; and effectively engages the community to solve problems together.

- Smart Streetscape (+ Buildings) are places where community can convene; support economic vitality; and combine good policy, design and technology for a great experience. They are a place for experimentation and exploration.

- Smart Mobility helps connect the community safely and sustainably, no matter how you travel. Smart Mobility makes it easier to get around by accessible, convenient choices.
THREE STRATEGIES

WeHo Smart City is an initiative that focuses on people-first, recognizing that it is civic leadership, city staff, and the broader community that makes West Hollywood a great place to live, work, and play.

1. Create a culture of data as a smart city hall ready for the future.
2. Collaborate and experiment across departments to do more with less.
3. Automate processes for an exceptional customer experience.
WeHo Smart City will lead several efforts to bring data-driven decision making to departments citywide and support the development of capacity to analyze and use data more effectively in daily operations.
CULTURE OF DATA

1.1 Build capacity for data analytics.
1.2 Develop dashboards to track progress on key city priorities.
1.3 Establish a mobility data management program for WeHo.
1.4 Expand the curbside management pilot.
1.5 Adopt a Smart City privacy policy.

STRATEGY ONE
Create a culture of data as a smart city hall ready for the future.
INITIATIVE 1.1
BUILD CAPACITY FOR DATA ANALYTICS.

CULTURE OF DATA

IMPLEMENTATION ACTIONS

1. Assess internal capacity for data analytics through a skills assessment survey.
2. Identify department-level data champions and convene a monthly citywide data working group, supported by a data intern.
3. Hire a citywide data analytics lead.
4. Launch a data training program, possibly through an external partnership (e.g. local university or technology training platform).
5. Focus training activities on working through practical solutions to be with departments for more “quick wins.”
6. Update training policies to include training for data analytics and visualization.
7. Establish a bench of on-call analytics consultants
8. Develop data sharing standards for procurement processes to support a data-driven City Hall.

BENEFITS

WeHo Smart City enables City Hall staff to use data to make better, more timely decisions; improve services; and create a better user experience.

CORE VALUES

SMART

LEAD CHAMPION

Innovation Division + New Data Lead
CULTURE OF DATA

IMPLEMENTATION ACTIONS

1. Create a WeHo Smart City dashboard and develop other organization-critical dashboards.
2. Identify key performance indicators (KPIs) for all departments.
3. Develop public-facing dashboards to track these metrics.
4. Track lessons learned and develop a standard operating procedure for replicating dashboards across city departments.
5. Identify other “early adopters” who are willing to get engaged as a way to launch a citywide performance management system.
6. Maintain and regularly share standards, assumptions, and best practices across the organization.

INITIATIVE 1.2
DEVELOP DASHBOARDS TO TRACK PROGRESS ON KEY CITY PRIORITIES.

BENEFITS
WeHo Smart City helps facilitate civic engagement and general understanding by openly sharing the ongoing progress in meeting key policies and goals for West Hollywood.

CORE VALUES
S M A R T
✓ ✓ ✓ ✓

LEAD CHAMPION
Innovation Division + New Data Lead
CULTURE OF DATA

IMPLEMENTATION ACTIONS

1. Inventory all of the potential programs that generate mobility-related data including real-time data or otherwise to understand interoperability across systems.
2. Establish a working policy for how data will be used and shared internally. Test this framework and formalize the standard operating procedures.
3. Procure a technology that will enable the City of West Hollywood to integrate all of this data into one federated platform.
4. Consider developing an analytics challenge and partner with a local university to identify use cases.
5. Collaborate with the data working group to establish other business cases for mobility data analysis.

BENEFITS

WeHo Smart City is about using the data it has more efficiently to improve planning and operational decisions and for a more connected mobility experience for all.

CORE VALUES

SMART

LEAD CHAMPION

Dept. of Public Works + Long Range & Mobility Planning
CULTURE OF DATA

INITIATIVE 1.4
EXPAND THE CURBSIDE MANAGEMENT PILOT.

IMPLEMENTATION ACTIONS

1. Convene the data working group and key staff to set metrics for a citywide curbside management program.
2. Expand the initial pilot by focusing on key corridors and contiguous paths throughout the city so it is more clear to drivers where these improvements are likely to be.
3. Routinely measure KPIs to understand how these re-purposed curbs are meeting demand.
4. Explore a pilot to test real-time data sharing for loading zone availability.

BENEFITS

WeHo Smart City is planning now for more changes in how we move as a city by adapting our infrastructure to serve new shared mobility and app-based services; improve public safety; and reduce congestion.

CORE VALUES

S M A R T

LEAD CHAMPION

Dept. of Public Works
CULTURE OF DATA

IMPLEMENTATION ACTIONS

1. Review existing city policies and best practices.
2. Adopt an updated privacy policy that incorporates smart city technology along with staff training on the subject.
3. Integrate the privacy policy into the procurement process by adding the language to all future contracts requiring data sharing between parties.
4. Consider designating privacy stewards to work within city departments to help manage the policy, train on best practices, and support a culture of data.
5. Create a schedule for routine reviews of the adopted policy to ensure it is meeting the needs of the City and community.

BENEFITS

WeHo Smart City will use data responsibly and will establish clear procedures to protect personal privacy.

CORE VALUES

LEAD CHAMPION

Innovation Division
WEHO SMART CITY

WeHo Smart City will create new ways for city staff to work together and with external stakeholders to address key priorities for the city — working smarter, not harder.

STRATEGY TWO

Collaborate and experiment across departments to do more with less.
COLLABORATE & EXPERIMENT

2.1 Create a “pizza tracker” tool for managing workflows for internal processes.

2.2 Develop a testing strategy for new digital engagement and feedback tools.

2.3 Adopt a data sharing policy and tools to make it easier for travelers to access mobility data.

2.4 Explore an on-demand transit pilot.

STRATEGY TWO
Collaborate and experiment across departments to do more with less.
INITIATIVE 2.1
Create a “pizza tracker” tool for managing workflows for internal processes.

IMPLEMENTATION ACTIONS

1. Starting with the City Clerk, convene a multi-department working group to map and “lean” the existing FOIA/open records response process.
2. Explore what technology is currently available at the City and determine if there are existing resources for a “pizza tracker” dashboard. If so, create a dashboard. If not, consider partnering with local entrepreneurs to pilot solutions.
3. Document the approach, share widely within City Hall, and launch a nomination process for the next processes to be improved and tracked.
4. Inventory existing processes and map them to the technologies used today to identify additional opportunities to improve outcomes through better, more efficient solutions.

BENEFITS
WeHo Smart City is using technology to enhance internal collaboration and make workflows more streamlined to ensure it will continue to deliver the highest quality services possible.

CORE VALUES

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LEAD CHAMPION
Innovation Division
COLLABORATE & EXPERIMENT

IMPLEMENTATION ACTIONS

1. Inventory the existing tools used for communications, collecting feedback, and connecting to City Hall. Catalog the strengths and limitations; publish for staff. Update routinely.
2. Select a pilot project and test with a diverse audience.
3. Document this process and track engagement sentiment through focus groups. Provide training resources for replication; track the metrics. Create a bigger pool of best practices and channels to cost effectively engage more people.

BENEFITS

WeHo Smart City will make it easy to find the information and services that empowers people to get involved and participate in new ways to make West Hollywood an exceptional place to live.

CORE VALUES

LEAD CHAMPION

Innovation Division
INITIATIVE 2.3

Adopt a data sharing policy and tools to make it easier for travelers to access mobility data.

IMPLEMENTATION ACTIONS

1. Adopt a standard data sharing agreement and updated terms and conditions to enable potential no-cost partnerships.
2. Identify critical data and launch APIs as appropriate to expedite data sharing.
3. Consider how the proposed Transportation Management Organization (TMO) as part of the updated City’s Transportation Demand Management (TDM) ordinance can help test the effectiveness of this sharing approach.
4. Explore the Google Waze Connected Community Program (CCP) opportunity and designate a representative (perhaps from the data working group) to participate.
5. Identify the resources to support data-sharing for big events, road construction, and other service disruptions.

BENEFITS

Whether its a daily commute, a visit to the doctor’s office, or a spontaneous outing, WeHo Smart City will partner with mobile apps and other tech companies to give users the information they need to make it easier to get around.

CORE VALUES

SMART

LEAD CHAMPION

Long Range & Mobility Planning + Transit
INITIATIVE 2.4

Explore an on-demand transit pilot.

COLLABORATE & EXPERIMENT

IMPLEMENTATION ACTIONS

1. Assess rider satisfaction with CityLine and identify potential opportunities for improvement.
2. Engage and track the ongoing progress of the upcoming microtransit pilot(s) by Metro to understand lessons learned.
3. Study the feasibility of either adapting an on-demand platform to CityLine or testing a new service to complement local and regional connectivity.
4. Partner with local organizations, employers, or residential buildings to identify need and educate the public on these services.
5. If appropriate, launch a microtransit pilot.

BENEFITS

WeHo Smart City is planning now for more changes in how we move as a city by adapting our infrastructure to serve new shared mobility and app-based services; improve public safety; and reduce congestion.

CORE VALUES

SMART

LEAD CHAMPION

Long Range & Mobility Planning + Transit
WeHo Smart City will leverage technology to further improve services and get ready for the future.
EXCEPTIONAL EXPERIENCE

STRATEGY THREE
Automate processes for an exceptional customer experience.

3.1 Launch a public safety pilot.
3.2 Implement critical connected infrastructure back-ups.
3.3 Develop a smart city sensor (and building) program.
3.4 Upgrade street light infrastructure.
3.5 Adopt an IoT approval process.
EXCEPTIONAL EXPERIENCE

IMPLEMENTATION ACTIONS

1. Identify available budget and launch a request for proposals to identify public safety technologies for a pilot deployment.
2. Host community conversations about public safety and personal privacy to educate stakeholders and solicit feedback. Demonstrate the pilot technologies as part of the pilot evaluation.
3. Explore with the County of Los Angeles Sheriff’s Department engaging private security camera owners in data sharing (per the Boston model) to enhance public safety.

BENEFITS

WeHo Smart City is broadly engaging the community in a conversation about public safety and testing new tools that can make our public right-of-way safer for all users.

CORE VALUES

SMART

LEAD CHAMPION

Dept. of Public Safety
EXCEPTIONAL EXPERIENCE

IMPLEMENTATION ACTIONS

1. Inventory existing back-up systems and the status of updates or technology upgrades. Included in this are system stewards – identify key staff that are responsible for these systems for future training.

2. Prioritize updates and upgrades for those systems that are out of date. Incorporate these plans into budgeting process.

3. Establish a procurement and maintenance standard for all new systems that codifies a resiliency strategy.

INITIATIVE 3.2

Implement critical connected infrastructure back-ups.

BENEFITS

WeHo Smart City is prepared for an uncertain future by creating and maintaining back-up systems that work during emergencies and other outages.

CORE VALUES

SMART

LEAD CHAMPION

Information Technology Division
INITIATIVE 3.3

Develop a smart city sensor (and building) program.

IMPLEMENTATION ACTIONS

1. Identify potential partners for an IoT program and potential use cases.
2. Incorporate building performance ("vital signs") measures and tracking into the green building program update to be kicked off in 2018.
3. Create a portal for the data collected and initiate staff training and experimentation (e.g. hackathons) with this information.
4. Track how this data is used.
5. Consider creating a design competition to adapt IoT sensors to existing infrastructure or create new smart city hubs.

BENEFITS

WeHo Smart City can collect data to provide a hyper-local understanding of how the city is working and better inform decision-making about how to solve issues in the public realm.

CORE VALUES

S M A R T

LEAD CHAMPION

Innovation Division + Long Range & Mobility Planning
EXCEPTIONAL EXPERIENCE

IMPLEMENTATION ACTIONS

1. Consider potential business cases for IoT infrastructure in the public right-of-way.
2. Inventory existing pole attachments and “readiness” for future attachments (e.g. physical space, load bearing potential, available power and fiber, etc.) or capacity available for replacement technology.
3. Define the desired future use and determine what the set-aside for future uses may be.

INITIATIVE 3.4
Upgrade street light infrastructure.

BENEFITS
WeHo Smart City will define the impact of technology in the public right-of-way in lieu of having the technology “happen” to the city by planning for how its infrastructure will be used.

CORE VALUES

LEAD CHAMPION
Dept. of Public Works
EXCEPTIONAL EXPERIENCE

IMPLEMENTATION ACTIONS

1. Launch a working group to develop an IoT approval process to set a design standard for technology to be installed in the public realm.
2. Adopt process and review routinely to ensure desired outcomes are being realized.

BENEFITS

WeHo Smart City will proactively set a higher design standard for technology in the public right-of-way.

CORE VALUES

SMART

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LEAD CHAMPION

Innovation Division
**Adopt a smart city privacy policy.**

**Upgrade street light infrastructure.**

**Develop a smart city sensor program.**

**Implement critical connected infrastructure back-ups.**

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**Launch a public safety pilot.**

**Designate privacy stewards.**

**Inventory, prioritize, and initiate updates.**

**Establish procurement policies.**

---

**Build capacity for data analytics.**

**Hire a citywide data analytics lead.**

**Launch a data training program for city staff.**

**Establish a data analytics bench.**

---

**Develop dashboards to track progress on key city priorities.**

**Pilot new tools and document learnings.**

**Expand to all city services and processes.**

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**Develop dashboards to track progress on key city priorities.**

**Pilot new tools and document learnings.**

**Adopt and share performance management.**

---

**Launch a public safety pilot.**

**Engage in conversations about privacy and safety.**

**Expanding the curbside management pilot.**

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**Launch a data working group.**

**Launch a loading zone availability pilot.**

**Launch an RFP to begin procurement.**

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**Establish a mobility data management program for WeHo.**

**Inventory city mobility data.**

**Inventory city mobility data.**

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**Adopt a datasharing policy and tools to make it easier for travelers to access mobility data.**

**Automate sharing wherever possible.**

**Assess rider satisfaction with CityLine.**

---

**Develop an IoT approval process.**

**Routine review and update of policy.**

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**FOCUS ON USER EXPERIENCE ENHANCED BY TECHNOLOGY WHEN DESIGNING CITY PROCESSES, PROGRAMS, AND PHYSICAL AMENITIES.**

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**SMART STREETSCAPE**

**SMART CITY HALL**

**SMART MOBILITY**

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**CITY OF WEST HOLLYWOOD**
An initiative by the City of West Hollywood

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Q&A

Kate Mayerson
Innovation Analyst
City of West Hollywood
Questions? Need Handout Copies? Contact Ryan Spillers at rspillers@transformgov.org
Save the Date!
Upcoming learning events:
http://transformgov.org/virtual-events

- 8/7/2018: Change Your Culture, Change Your Life! - https://transformgov.org/events/change-your-culture-change-your-life
A Strategic Plan for Smart Cities: Going Beyond Technology

Thank you for joining us today!