

2018 Transforming Local Government Conference

Case Study Application



Due: September 1, 2017

Email to Ryan Spillers at learning@transformgov.org

Application Information

| | | | |
|-------------------------|--|--|--|
| Case Study Title | Smart Cities: No-Brainer | | |
| Jurisdiction Name | City of San Antonio | | |
| Jurisdiction Population | 1,469,845 (est.) | | |
| Theme (select one) | <input type="checkbox"/> Thinking Like a Futurist | <input checked="" type="checkbox"/> Reinventing Local Government | |
| | <input type="checkbox"/> Culture Club | <input type="checkbox"/> Community Networking | |
| | <input type="checkbox"/> What about all this data? | | |

Rapid Fire Session?

Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES

NO

Project Leader (primary contact for application correspondence)

| | |
|--|--|
| Name | Jose De La Cruz |
| Title | Chief Innovation Officer |
| Department | Office of Innovation |
| Phone | (210) 207-7144 |
| Email | jose.delacruz@sanantonio.gov |
| Full mailing address, including zip code | 114 W. Commerce, 10th Floor, San Antonio, TX 78205 |
| Twitter account | @InnovateSA |

List additional presenters' contact information below:

Catherine Tkachyk, catherine.tkachyk@sanantonio.gov, (210) 207-8149

1. Presentation title and description of the innovation. 100 word maximum

Smart Cities: No-Brainer

Cities globally are considering ways to leverage technology and data to improve service delivery for residents. In Spring 2016, the Office of Innovation was tasked with initiating San Antonio's Smart City efforts. The resulting innovation was San Antonio's Smart City initiative, SmartSA, which included nine projects. Over the past year, several of the projects have been implemented and the City has established new partnerships with outside agencies to create a strategic smart city plan moving forward. This presentation will show how San Antonio has implemented the program and the lessons learned.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? 100 word maximum

San Antonio has been using smart technologies for years, but did not have a formalized program dedicated to the use of smart city technology. In 2016, the City Manager's Office requested that the Office of Innovation develop a framework for the community's first Smart City program. In FY 2017, three focus areas were identified and nine projects were approved for implementation. The year was also focused on establishing partnerships with internal and external stakeholders. Our presentation will review the evolution of our smart city program, the lessons learned in the first year, and how the program has evolved.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products, or services? Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. 200 word maximum

SmartSA has focused on implementing projects, such as expanding free public Wi-fi and installing sensors to collect and share real-time traffic data. These projects signify a new way of doing business for the City, by considering how to leverage data and technology to improve service delivery and access to City government. SmartSA is also helping to break down silos between the City, outside agencies, and the public. For example, we have partnered with a local tech startup to replace our existing 311 mobile app with one that is easier to use and encourages resident engagement. With this project, not only did we create a business opportunity with a sector the City doesn't often work with, but we are also attempting to increase engagement and interaction with the public.

Formalizing a smart city program is also helping break down silos between City departments. Under SmartSA, departments are more often considering how they can individually and collectively to making San Antonio a smart city. Having these efforts under one umbrella (SmartSA), which is aligned with the City's comprehensive plan, has helped bring departments together for a common goal and encouraged them to be more strategic in their service delivery.

4. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? 200 word maximum

The City of San Antonio is the primary initiator of the program; however, we realized a comprehensive smart city strategy requires contributions from many stakeholders. We have engaged external stakeholders, most notably through a Smart City Readiness Workshop in March 2017, which aimed to develop a shared vision for how San Antonio should deploy smart city technology to address community issues. The workshop, facilitated by the Smart Cities Council, was attended by over 100 individuals representing 30 agencies and various sectors, including government, military, transit, tech, academia, non-profits, and private business. Goals, opportunities, and challenges were identified for several areas of focus and participants expressed the need for cross-sector collaboration to ensure a successful smart city program.

Innovation also created an internal working group with representatives from City departments to help guide internal processes regarding smart city efforts. In July 2017, a visioning workshop was convened with over 20 department directors and assistant directors in order to help craft a vision statement for the SmartSA program. During this workshop, City staff also identified key problems that could be addressed under SmartSA.

5. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. 100 word maximum

In June 2017, the City began contracting with Deloitte Consulting LLP to assist the City and stakeholders align on a smart city mission, vision, and goals; identify top priorities and potential pilot projects; and plan for future investments and next steps. In July 2017, Deloitte facilitated a visioning workshop for internal City stakeholders. Deloitte will soon facilitate and external stakeholder meeting and develop a high-level plan for achieving next steps.

Contact: Erv Lessel, Consulting Managing Director, elessel@deloitted.com, (210) 507-4071

6. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. 200 word maximum

There are components of our program that are fully replicable in other jurisdictions. Many of our projects, such as the 311 mobile app and public Wi-fi, address needs that are not unique to San Antonio. These projects help address issues like low citizen engagement rates, access to City services, and the digital divide. The 311 app in particular was created to combat a high call abandonment rate in our 311 call center and low usage of our existing app, similar issues that many jurisdictions face. Other components of SmartSA are also replicable, such as ensuring stakeholders from across the community are involved in the process. The results of our visioning and planning workshops are catered to the specific needs of San Antonio, but the process is replicable for any jurisdiction. There are also lessons learned from our efforts that other jurisdictions will be able to take into account when establishing their own smart city initiatives.

We do not know of another jurisdiction that has modeled their smart city program after ours, however several cities have reached out to learn more about our program.

7. What were the costs? What were the savings? 100 word maximum

Each project within the SmartSA program demonstrates different levels of savings at various costs. For example, the 311 mobile app required the City to make a one-time investment of \$30,000 for the initial app development, on-going maintenance costing the City \$6,000 annually. The implementation of the innovative technology replaced a low-performing suite of application software subscriptions totaling \$23,000 annually. The mobile app's popularity and increased rate of usage is expected to provide additional savings in the form of reduction in staff work load during peak times and improve service levels for residents.

8. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? 200 word maximum

The SmartSA program was organized around the three elements of the City's recently adopted comprehensive plan, SATomorrow. The wide-reaching elements, including transportation, sustainability, and digital connected living, lacked specificity and exposed the SmartSA program to numerous pilot project "solutions" without a clearly-defined cohesive and established objective, or stated problem. In order to transition from a project-led to a problem-led approach, the Office of Innovation began the process of developing a SmartSA strategic vision. One project identified, the 311 mobile app, was a successful example of smart cities implementation best practice: begin with a clear understanding of the organizational, operational and user need; find an appropriated smart city technology solution; and collaborate to implement the solution to provide a better user experience.

9. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? 200 word maximum

The outcomes for each SmartSA project vary, but a critical element is identifying and understanding the problem prior to implementing a smart city technology solution. A key element of understanding the problem is collection and analysis of baseline data. For example, the 311 mobile app project was identified after a thorough organizational review of the 311 Call Center by the Office of Innovation. The process improvement review identified major challenges within the 311 Call Center including: an 18% call abandonment rate, only 50% of calls were answered within 45 seconds; and over 4,900 hours of FMLA, disability, and workers comp were used by call center staff, further straining remaining resources. In FY 2016, only 7,440 of 285,050 (2.6%) total service requests were submitted through the existing mobile app. Two key metrics to determine the level of adoption and overall success of the new 311 app include increase in unique submitters and percentage of total service requests submitted through the app.

10. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. 100 word maximum

Both the SmartSA program framework and vision, as well as specific SmartSA projects have generated media attention.

<http://smarcitiesconnect.org/san-antonio-unites-to-bring-advancement-in-transportation-digital-living-and-sustainability>

<http://therivardreport.com/innovation-office-working-to-make-sa-a-smart-city/>

<http://statescoop.com/san-antonio-smart-city-projects-mature-to-the-tune-of-8-million-in-2017>

<http://statescoop.com/social-media-and-gamification-drive-san-antonios-new-311-app>

<http://statescoop.com/san-antonio-refines-smart-city-collaboration-through-community-workshop>

11. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. 100 word maximum

1. Jose De La Cruz, Chief Innovation Officer - jose.delacruz@sanantonio.gov
2. Catherine Tkachyk, Innovation Manager - catherine.tkachyk@sanantonio.gov
3. Erv Lessel, Deloitte Consulting LLP - elessel@deloitte.com

12. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. 200 word maximum

- How will you make the session creative and unique?
- How do you plan to be both entertaining and educational?
- Include a description of how your session will facilitate group activities and/or interaction.

The City of San Antonio Office of Innovation commits to creating a creative and unique interactive session. The presentation will use storytelling to communicate ideas in a concise and visual manner. We intend to involve the audience in a demonstration of our smart city technology and provide examples of facilitated problem statement brainstorming. Audience members will be able to ask questions during the presentation digitally and those questions will be used to begin the Q&A session following the presentation. The audience will leave the presentation with knowledge of a specific smart city initiative and what lessons we have learned.

13. Anything else you would like to add? 200 word maximum

Developing a clear understanding of the problem and building a smart city framework is critical for overall smart city program success. We began our smart city initiative with three focus areas and nine projects, but we learned along the way that a successful smart city program requires us to first identify and understand specific problems we want our program to solve. Understanding the problems our community is facing is critical to building a smart city framework and will inform project identification and implementation. We want to outling our smart city initiative's evolution from a project-focused program to a problem-led strategy. Our session will provide an opportunity for municipalities to hear lessons learned from the SmartSA experience and to leave the conference with tools to facilitate a similar process within other communities.

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