Esri - ICMA White Boarding Exercise
Thursday, April 24, 2014

Summary

For a second year, Esri and ICMA teamed up to host a White Boarding Exercise on the Esri campus in Redlands, California. Fifteen ICMA members from local governments -- small and large-- across the U.S. participated in this day-long event to identify the data and design elements for apps that are most desired by local government executives. Based on designs developed during the exercise, Esri developers will work with ICMA to develop and disperse several new apps. Below is a summary of the ongoing conversation with ICMA members from the white boarding exercise:

Expectations for the Day

- Help local governments be savvy and strategic about technology used to serve their communities.
- Participate in a great discussion about apps and learn what cities and counties need.
- Discuss key business drivers and what solutions are needed.
- Understand business requirements to deliver solutions.
- Leave the exercise with three apps that can be implemented once I arrive home.
- Find apps to help with strategic planning and communication.
- Get concrete ideas on data and technology to implement back in our own communities.
- Contribute ideas from teams.
- Hear about apps that will enable citizen interaction.
- Learn how apps can be easy, creative, and effective.
- Utilize data more efficiently for decision making, and overcome 'old data' integration challenges.
- Add an effective level of transparency to new and "good" data.
- Learn how neighborhoods and business districts can improve their areas.
- Discover how local governments can leverage technology. Answer questions like: How do we get info back? How do we capture community, not just government information, to improve the quality of life?
- Enhance local government service delivery through greater collaboration.
- Learn from city managers what is needed, not just information from technical resources.
- Prepare for unavoidable staffing transitions with succession planning and knowledge transfer strategies.
- Support organizational right-sizing with technology.
- Learn how to be more collaborative with citizens and organizations to provide better services.
- Learn how to discover needs in a busy, ever-changing environment.
- Support two-way communication with younger families in the community.

- Determine what additional services are needed beyond infrastructure.
- Learn about needs for resilient communities, including during times of emergency.
- Explore transparency and performance measurements.
- Reach technically challenged citizens.
- Help with tough budget decisions.
- Understand needs for open data.
- Take back information on technology, resilience, and emergency management.
- Use all data, particularly understanding how dispersing it can improve community interactions.

What characteristics should a great app have?
First, how do we define apps? What are apps? Our working definition is a program that runs on any device -- phone, tablet, laptop, or desktop – and runs anywhere.

- Easy to use and locate when needed.
- Leverages a standard 'expectation' for search or data sharing
- Allow individual profile creation
- Response-enabled when a query is submitted through the app
- User-friendly and trainable back-end for city staff
- Internal consistency between app and related systems.
- Staff needs to be prepared for the outcome of the app being popular, for example, a code compliance app might generate a high volume of issues that required additional follow up.
- An app should have sustainable operations and low energy consumption.
- Apps must interface with back-office systems running on PC.
- An app should intuitively consolidate requests that represent one issue (ex. multiple pothole complaints).
- Quick and easy implementation.
- Use data already available and integrate past data.
- Uses only relevant data, including "pushing" of relevant data to individual users.
- Smartphone compatible.
- Visual.
- Easy maneuverability between windows.
- Auto-populate as much as possible.
- Off/on functionality.
- Location services enabled with the ability to know who or what services are nearby.
- Ability to connect to social media platforms & integration.
- Connect members of community to one another and those with similar interests
- Allows self-selection to be 'included' in information sharing
- Sustainability and adaptability to new technology changes
- Be able to discern real 'actionable' information from all data
- Help with citizen connection, engagement & communication even if not gov related
- Partner with not-for-profits or other groups to combine information for citizens.

What are some of the risks and concerns associated with rolling out a local government app?

- Minimize the risk of:
    - high cost for apps
    - staff ability to support apps
    - rejection from approvers - have clear 'need' that the app addresses
    - an app that only serves a 'small' population
    - an app getting 'old' quickly
    - work to transition to an app – if it seems like a big effort, risk goes up
    - intent and outcome going in different directions. (NYPD social media example)
- Value needs to be obvious, not proven.
- Needs to get used, limited utilization is a risk
- App needs a 'sponsor' helping promote value and use
- Share ways to overcome resistance of government management that may not be comfortable with technology
- Early wins/low-hanging fruit
- Metrics and reporting – enabled
- Understand possible perceptions of language use, app functionality, etc. could be.

What apps should help with Civic Engagement?
Ordered by most votes – least.

- **Live, Work, Locate information (8)**
- **My City (7) -** All the stuff you need to know as a citizen:
    - Utility payments
    - Tax payments
    - Personalized/tailored
    - Things that require lots of interactions with systems.
- Help citizens connect with the things they are interested in public and private (Next Door app) (7)
- Collect information from folks that won't come to a meeting (4)
- Focus on Quality of Life issues – things they really care about – enhance it whatever the source (2)
- Help citizens understand how they can get involved and what government does (1)
- Find out where they are already for other things – integrate with existing solutions like Next Door (1)
- Stay focused on regulatory services – partner with others combining information i.e. Hotel Tourism, hotel tax (1)
- 311 app with citizen input
- See, Click, Fix
- Automatic notifications, for example NIXLE which makes zip code specific-notification of school traffic. It's a shift from traditional press releases and provides more options to communicate
- Get usable information on what matters to your citizens in general vs specific to government issues

- Support different forms of communication to reach broader coverage for citizens (not just via phone only apps)
- Visibility to performance measurements that matter to 'me', the citizen
- Tool for staff to know the level of engagement and involvement citizens have had with other organizations or agencies (not just face to face, small %)
- Create advocates for budget decisions
- Budget notification, justification and assessment
  - Share factors that impact school performance
- Budget prioritization with knowledge of trade-offs for citizens and staff
- Performance measurements including links to budget, master plan, etc.
- Anticipation of needs for a high percentage of citizens who don't know or care about local government versus a defensive posture

What apps should support Economic Development?
Ordered by most votes – least.

- **Ability of regional workforce (5)**
- **Support for entrepreneurs and startup companies (5)**
  - Add understanding of existing government systems, data and apps
- **Anything that makes it easier to do business with our jurisdiction (4)**
- **Tourism apps (4)**
  - Aggregate information
  - Helps both visitors and citizens
  - What's available to do and what does it cost
- Focus on kids and encouraging them to stay in their community (3)
  - Is the community getting their return on investment in the student educations – what's the retention rate?
- Leverage 'soul of community' (Knight Foundation), Welcome-ness, special groups, educational levels, ratio of parks, social/entertainment offerings (2)
- Library of the future – wireless connections, etc. (1)
  - Student are given laptops instead of books now
- Non-traditional libraries, hosting services for small businesses – printing, small conference rooms – app would share the services of specific libraries (1)
- Where is infrastructure available
- Available properties and zones
- Shovel Ready property
- Permitting – 'Open Counter"
- Cost for operating (like utility costs) and staff (wages) – return on investment (ROI support
- Support retention – surveys
  - Additional fiber, transportation issues

- Concierge Program, like the services available for big projects, wanted for smaller projects – where face to face support isn't reasonable – self-help concierge service
- Electronic submissions, supported with training – online training and demonstrations
- 24 hour a day city hall – after hours submittals, information sharing – leveraging existing information
- Drive times and distances for vacant properties
- Basic business experience shared with new /small businesses even though not all the information originates from government sources
- Help answer the question 'do we have a customer base for your product or service?'
- Where is available office space and how much is it?
- What is around the incubator location, where are other incubators?
- How to start an incubator, what may already exist in your community – like on a college campus
- What's the right housing mix for me if I live where I work? – within the jurisdiction, where are vacancies
- Telecommuters
- Research business services in support of local small businesses – organizations or individuals who can help with business plans, finances, recruiting, etc.
- Help discover local businesses and events (SOVI)

What apps should support Climate Change/Community Resilience?
Ordered by most votes – least.

- **Support coordination between government and private sectors (7)**
- **How to test a communities resilience, based on shared criteria, measures and definitions (6**)
- **How these topics connect using food data (4)**
- Economic inventory, relative to demographics – connect this information to understand neighborhood impact (3)
- Neighborhood insights coming from citizens to support better decision making, especially in early stages of an incident (2)
- Business Continuity – get people back to business, coming back (1)
- Reduction of carbon emissions – increase walkability (1)
- Ability to anticipate, assess risks – manmade things like oil spill, levee collapse (1)
- Prioritize risks based on weighted factors – like bridges being raised in anticipation of rising sea level
  - Volume of traffic
  - Critical to commerce
  - Ability to defend impact
- Support of severe weather events
- Getting services out to those in need – water for aging population in the heat
- Report cellular coverage gaps
- Pollution impact on health increased by climate change
- Shipping of salmon via truck upstream
- Public Health issues

- Siting of alternative energy
- Flood warning via all communication forms
- Sustainability is a topic, but it's not always connected to climate change, which is not always politically favorable
- Getting critical services where needed to recover vs mitigating the cause
- Renewable Energy options for business
- Support regulatory reporting
- Other important issues beyond climate change
    - Silver Wave – aging citizens – demographic change
    - Connect to County Social Services
    - Affordable care impact
- Cooling and warming Center locations
- Where to get 'above' during a flood
- Support for data related to resilience
- Support for 'recovery', reliance on local economy and resources
- How to strengthen the 'base' to improve recovery
- Resilience – what are the important issues for your community
- Share impact of common issues
- Retention of talent pool – grads can't stay

What are the Priority Apps, by group voting?

Ordered by most votes – least.

- <u>Civic engagement</u>
    - **Live, Work, Locate information (8)**
    - **My City (7)**
    - **Help citizens connect with the things they are interested in public and private, Next Door app (7**)
    - Collect information from folks that won't come to a meeting (4)
    - Focus on Quality of Life issues – things they really care about – enhance it whatever the source (2)
    - Help citizens understand how to get involved and what government does (1)
    - Find out where they are already for other things – integrate with existing solutions like Next Door (1)
    - Stay focused on regulatory services – partner with others combining information, i.e., hotels tourism, hotel tax (1)

- Economic Development
  - **Ability of regional workforce (5)**
  - **Support for entrepreneurs, startups (5) - add understanding of existing government systems, data and apps**
  - Anything that makes it easier to do business with our jurisdiction (4)
  - Tourism apps (4) – aggregate information, Help both visitors and citizens, What's available and what does it cost
  - Focus on kids and encouraging them to stay in their community (3)
  - Leverage 'soul of community' (Knight Foundation), Welcome-ness, special groups, educational levels, ratio of parks, social/entertainment offerings (2)
  - Non-traditional libraries, hosting services for small businesses – printing, small conference rooms – app would share the services of specific libraries (1)
  - Library of the future – wireless connections, etc. (1) – students have laptops now

- Climate Change/Community Resilience
  - **Support coordination between government and private sectors (7)**
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  - How these topics connect using food data (4)
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Group Exercise to collect requirements for Priority Apps

What are the requirements that should be specified for each app?

- Describe typical user of app
- Describe information that is provided by app
- Describe information that is collected by the app
- Outline a scenario of use
- Describe the successful outcome

Priority app – Civic Engagement

Description: Connect citizens to civic and social resources

- Users
    - Current residents, businesses, city employees, future residents
- Information provided
    - Amenities, social, income demographic data, schools
    - Services, reservations (public facilities), payments, permits, information on government processes
    - Property history
- Information collected
    - About the City
        - Connectivity among city databases, code enforcement and permitting and tax payments, etc.
    - About the user
        - App/site analytics
        - Who is using it with what type of device
        - Feedback: evaluation process, what else do they want
- Scenario – Click on app, menu tree
    - What services do they want?
        - Event planning
        - New Development
        - Relocation
        - Rental Property
        - School
        - Child Care
    - Lists of options that help them with their search
    - Request initiated and responded to
- Outcome
    - Come again, questions answered, efficient synthesis of data

Priority app – Resilience
Description: Transparent, interconnected, relevant, engagement (TIRE) - Connected, coordinated, b/w public/private/neighbors/other partners/etc. - good data/definitions/relevance/impact/measurement. All transparent/understandable–assumed to be "good". Risk management of community sustainability

- Users

- o Customer – Agencies – Residents
- Information provided
  - o Project Lifesaver – education, training services who needs what, registries, who can help, programs, where to go, how rules change
  - o Proactive risk management mitigation on impacts QOL/Business
  - o List of risk triggers, inventory, demographics, infrastructure, workforce, resources, facilities
- Information collected - User profiles demographic lifestyle needs
- Scenario – Routine Emergency
  - o Multiple agency utility outage (priority of service restoration)
  - o Planning (registries, facilities, schedule)
  - o Response/Resources
    - ▪ Power services locations
    - ▪ Water, charger trucks
- Outcome
  - o Increase in engagement
  - o Increase in trust
  - o Avoidable risk, restoration faster or more efficient

Priority app – Resilience
Description: Support of startups

- Users
  - o Small group or individual
- Information provided
  - o Mentorship information
  - o Small business checklist
  - o Regulatory information
  - o Public or Private Facilitation
  - o Database of local resources
    - ▪ Business counseling services (state and local)
    - ▪ Business lenders – financing
    - ▪ Identify available space
    - ▪ Demographics
  - o Intuitive diagnostic tool
  - o Checklist for your business and contacts to be in touch with you

Questions that came up

- What is the process of rolling out a new app?

Next Steps
- ICMA members prioritized data and technology. Participants in the workshop are advisors going forward
- Blog articles
  - What new ideas will you take back
  - What will you implement
- "Match.com" form – support for better partnerships with government officials and developers
  - Be a resource, make data available for summer hackathons
  - Provide focus for apps, new or improved apps
- Super App vs simple apps – what's more usable. What's for large vs small jurisdictions?
- How do apps fit within the whole 'city' look and feel? "Possible Roundtable" to capture issues. How do these get implemented?
- How do you show up on google searches
- Education on "open data" would be helpful (set in November). Could be a webinar vs at conference
- Put out data that supports the apps you want. Guide the hackathon priorities – avoid 'vicious dog apps' for every event
- Series of primers on open data, BIG data, resilience, e-books by year end
- How do you take information back to your jurisdiction?
- Solutions.ArcGIS.com – site for templates
- Manager and developer summaries from this event
- List of what difference cities are using
- Who's already considered this app
- Resource pointing people to sites that already exist.
  - Part of knowledge network
  - Connect projects to topic areas
  - Identify thought leaders in topics areas
- Does ICMA know what I've been searching? Can you send information on other topics of interest (i.e. Technology/GIS)
- An advisory committee for the ICMA Knowledge Network
- App store and ranking of top downloads available on the ICMA website (icma.org). Free and cost.

ICMA Members

- Silas Clarke, City Administrator, City of Hickman, NE
- Erin Olshefski, Management Assistant, Village of Bayside, WI
- Paul Brake, City Manager, City of Grand Blanc, MI
- Mary Beth Miles, Assistant to the City Manager, City of Durango, CO
- Michael Penny, City Manager, City of Littleton, CO
- John Amundson, Assist City Manager, City of Richland, WA
- Cindy Steinhauser, Assistant City Manager, City of Dubuque, IA
- Francine Ramaglia, Assistant City Manager, City of Delray Beach, FL
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- Johnna Rogers, Deputy County Manager, Wake Count Government, NC
- George Johnson, Assistant County Executive Officer, Riverside County

ICMA Participants

- Cory Fleming, Senior Project Manager
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Esri Participants

- Chris Thomas, Director Government Marketing – Federal, State and Local
- Ken Blankinship Regional Sales Manager
- Scott Oppmann, Local Government Solutions
- Nikki Golding, State & Local Government Solutions
- Noel Loughrin, State & Local Government Marketing

Facilitator: Roxanne Cox-Drake, Strategic Marketing Manager, Esri