Smart Raleigh
The City of Raleigh’s Smart City Strategy
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The City of Raleigh’s Unique Strengths and Challenges
Raleigh is a Vibrant, Growing City

City Population
Metro GDP ($B)
With Growth Comes Challenges

**Growth**

- **Businesses and jobs**
  - 50 companies have expanded in Raleigh in 2017
  - Employment continues to grow.

- **Population:**
  - 63 people into Wake County each day
  - Raleigh is the 2\textsuperscript{nd} hottest real-estate market in the U.S. in 2018 (Zillow)

- **Attractiveness**
  - High Creative Vitality Index
  - High ratings in 2017 Citizen Survey

**Challenges**

- **Rising Housing Costs**
  - Housing costs have increased 35% for rentals

- **Need for new infrastructure, schools, city services**

- **Increased traffic congestion**
  - Commute times rose from 2017 compared to 2016; the evening peak congestion increased 49%. (TomTom)
Overall, Residents Are Highly Satisfied with City of Raleigh’s Performance

- Ability to access the City information you need
- Overall traffic flow in Raleigh
- Overall maintenance of City streets
- Management of public stormwater runoff/drainage
- Enforcement of City codes and ordinances
- Effectiveness of communication with the public
- Quality of customer service you receive
- Overall water quality
- Quality of police services
- Overall quality of park and rec programs and services
- Quality of fire services
Raleigh is Addressing Issues with City’s First-Ever Strategic Plan

Embrace Raleigh’s diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

- Objectives: 2
- Initiatives: 6

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

- Objectives: 4
- Initiatives: 12

Encourage a diverse, vibrant built environment that preserves and protects the community’s natural resources while encouraging sustainable growth that complements existing development.

- Objectives: 4
- Initiatives: 12

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

- Objectives: 4
- Initiatives: 15

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

- Objectives: 4
- Initiatives: 11

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles and transit that is linked to regional municipalities, rail, and air hubs.

- Objectives: 4
- Initiatives: 11
The Newly Created IT Strategy Supports City Strategic Plan

**Focused Enterprise**
Increase efficiency and automation through enabling technology, engagement, and clarity of demand and measurement of services

**Actionable Information**
Provide citizens, leadership, and city employees across departments with information in the right format, at the right time, and at the right level of detail to support decisions

**Engaged Community**
Collaborate with and engage citizens, employees, customers, and partners to improve and optimize service delivery across the City

**Smart City Enablement**
Providing technology leadership to integrate and orchestrate Smart Cities Systems of Systems securely, seamlessly, and efficiently

**IT Excellence**
Create, deploy, operate, and evolve technology capabilities to enable the enterprise while optimizing the return on technology
How Did the City Come Up With The Smart City Strategy?
The City Conducted a Comprehensive Assessment to Develop the Strategy

- Benchmark survey
- Round Table interviews
- Meetings with Ecosystem Partners and Community
- Evaluation with advisory firm using industry benchmark

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What We Learned
Assessment Results

US 2014  US 2016  Raleigh

Ad Hoc  Opportunistic  Repeatable  Managed  Optimized
Five Need Areas Emerged Across Community Members and City Employees

1. The need to manage rapid economic growth of City of Raleigh
2. The expectations of the community for more modern, digital services
3. The desire for more community engagement
4. The need internally for better data sharing and data analysis
5. Managing the Digital Deluge

5 Strategic Priorities for Smart Raleigh
What Does “Smart City” Mean to the City of Raleigh?
Introducing **Smart Raleigh**

**Smart Raleigh**: Where technology innovation meets city strategy. Smart Raleigh is a city-wide initiative focused on specific projects and areas in which technology can play a transformative role.

**Smart Raleigh Vision**: To be a world class leader in technology-driven, urban transformation for the residents and businesses of the City.

**Smart Raleigh Mission**: To meet city and community goals using technology and data to improve the quality of life for all.
Smart Raleigh is focused on Five Strategic Priorities

- Help Manage the City’s Economic Growth
- Provide A Superior Customer Experience
- Improve and Expand Community Engagement
- Improve Data Sharing and Data Use
- Formalize Smart City Operations and Partnerships
Raleigh’s Smart City Strategy Is Coordinated with The City Plan and IT Strategy

Coordinated Investment, Use of Resources, & Implementation of Initiatives for Desired Outcomes
Implementation: Aligning Smart Raleigh strategic priorities with the City’s Strategic Plan

- Ongoing or future projects will be identified, scored, and prioritized through the IRMC intake process
- Scoring criteria includes alignment with City’s Strategic Initiatives
These Projects Have Varying Timelines, Budgets and Resources Required

- Cyberthreats
- Open Data
- Open IT
- Traffic Signaling
- Accessibility
- Online permitting
- Smart street lights
- Predictive Policing
- Civic apps
- Smart Parking

ORGANIZATIONAL IMPACT

- A single department or a business unit
- Multiple departments or business units

TIME (MONTHS) TO MAINSTREAM

For illustration purposes only – Actual Project identification is currently in progress
The Organizational Plan
Two Key Goals to Implement Plan and Drive Outcomes

1. Formalize Smart City internal operations
   **Step 1:** Create a formal Smart City Steering Committee

2. Formalize key partnerships with suppliers and other government and academic organizations
   **Step 1:** Identify key partners
   **Step 2:** Identify and approve projects and develop implementation plans (funding, staffing, milestones, deliverables)
Aligning Smart Raleigh Internally

• Smart Raleigh Steering Committee
  • Made up of representatives from most City departments
  • Led by City CIO
  • Meet on a six-month cycle to review and, if necessary, refresh the Smart Raleigh strategic plan
  • Monthly team calls to brief and update on progress in implementing plan and around specific projects
  • Each project will have its own meeting schedule and distinct timeline
Evolve Smart City Capabilities and Embed Tech Innovation in All Departments

Creation of a Smart Cities Team
- Formalizing Roles
  - Defining Vision, Mission, Objectives, Projects
  - Establish Priorities for City with Stakeholders

IT Department Enabling Technology Innovation
- Formal authority to drive project implementations
- Recognized internal consultants
  - Governance, Policies

Embedded Innovation
- Accelerating Transformation
  - Ongoing Implementations
  - Processes developed for idea generation, compliance, continuous improvements
Thank You