

CHIEF ADMINISTRATIVE OFFICE  
CITY OF NEW ORLEANS

LATOYA CANTRELL  
MAYOR

GILBERT A. MONTAÑO  
CHIEF ADMINISTRATIVE OFFICER

June 14, 2019

Ms. Lora W. Johnson, CMC, LMMC  
Clerk of Council  
City Hall  
1300 Perdido Street, Room 1E09  
New Orleans, Louisiana 70112

**RE: Administration Comments on Smart Cities Initiative UD-18-01**

Dear Ms. Johnson:

Enclosed please find an original and two copies of the Administration's comments on the Smart Cities Roadmap as articulated at the public meeting held June 14, 2019.

Thank you for your assistance in this matter.

Sincerely,



Jonathan Wisbey  
Chief Technology Officer

CC: All Councilmembers  
Council Utilities Regulatory Office  
Tara Richard, Director of Council Relations



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### **Purpose of Feedback**

The Administration believes it is important that the City have a single unified smart city strategy for New Orleans and we appreciate the opportunity to provide our feedback on the Roadmap produced at the request of the City Council's Smart & Sustainable City Committee. Our hope is that by building upon the Roadmap's framework, the Administration and the Council can create an inclusive strategy that will govern smart city deployments in New Orleans for years to come.

### **The Administration's Guiding Principles**

The Administration's smart city efforts are led by the Chief Administrative Officer and implemented by a team led by its Chief Technology Officer and Chief Information Officer. Working with an internal working group and in partnership with our counterparts in the Council Utilities Regulatory Office (CURO), we have developed a series of guiding principles that summarize the Administration's approach to evaluating and launching smart city projects. This approach calls for all potential smart city projects to align with our STRATEGIC framework, to ensure that all new smart city projects are employed in a way that will strengthen and empower our community. The framework is composed of the following criteria:

- **Scalable.** Before a new technology is deployed as a demonstration, there should be a plan for scaling this technology city-wide if the project provides successful.
- **Transparent.** As we begin drastically expanding our collection and use of local data, we must be clear with residents about what data we are collecting and how it will be used.
- **Resilient.** Projects should be designed to include redundancies and contingencies so that they can continue to operate normally, even when the unexpected occurs.
- **Advancing National Practices.** When possible, smart city deployments should aim to bolster and grow New Orleans' reputation as a national leader in the use and analysis of data.
- **Transformative.** Technology deployments should be accompanied by parallel changes in business practices and operations so that they can help fundamentally transform how we operate and avoid perpetuating outdated or inefficient practices.
- **Equitable.** Smart city projects should help address some of the long-standing structural inequities that exist in our community and society at large – such as the digital divide – and ensure that all residents can share in their benefits.
- **Grassroots.** Projects should be inspired and driven by community-led efforts that help prioritize areas of local need and participate in the development of solutions.
- **Improving Quality of Life.** The outcome of every smart city project should be a concrete impact on the quality of life of our residents – whether it be as small as eliminating minor inconveniences or as large as drastic changes to resident behavior.
- **Creative.** These solutions should not be limited by outdated paradigms and ways of doing business, and instead seek creative approaches and partnerships that will allow us to begin tackling issues that may have been previously seen as intractable.



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### **Feedback on Roadmap**

The bulk of the Administration's feedback will focus on the Roadmap framework laid out on pages 14-25. While we acknowledge that there is important context and interesting comparison city examples laid out in the first 13 pages of the Roadmap document, we believe that attempting to articulate our community's vision for a Smart New Orleans without undertaking the collaborative input process described on pages 14-25 would produce something incomplete.

### *Roadmap Steps*

We concur that the first step in this process should be the development of a vision and that such a vision should be developed with extensive input from residents, local businesses, utilities, and other governmental agencies in Orleans Parish. However, we think the most inclusive and collaborative method of uniting our community around a single vision is through a City-led (rather than Advisor-led) process that engages with key neighborhood organizations and community groups to solicit input from residents in a series of public meetings held in the neighborhoods where they live. This conversation with the community can be organized around the City's guiding principles for smart city deployments (as articulated above). This public input process should last for approximately three months and include at least one public meeting in each Council District, as well as meetings with key local stakeholders in the business community, healthcare industry, telecommunications industry, and Entergy.

While the City is engaged in soliciting this public feedback, it should simultaneously be engaged in the process of assessing its current capacity for deploying smart city applications. The Administration has begun informal assessments of City capabilities already, but this process should be formalized and inclusive of the significant expertise that the Council and its CURO staff can bring to the table. We would propose an assessment approach that identifies key governmental service sectors and inventories each sector to determine its readiness for smart city technology. This assessment would look at the distinct layers of a smart city environment, including (but not limited to): (a) infrastructure, (b) devices/equipment, (c) data analysis, and (d) applications. We believe that this work can be done simultaneously with the community input work. It is important to note that while a 'Smart Audit' focused on the electricity grid can and should be part of this assessment, the overall scope of the assessment should be much larger and attempt to capture information about City assets across service sectors. The City believes that CURO and its advisors are best positioned to lead the assessment of our electrical grid, while the Administration is well positioned to assess other service sectors.

Once we have conducted collaborative visioning exercises with the community and completed a baseline capacity assessment, the Administration would like to work closely with the Council to produce a unified smart city strategy for the City. The strategy would articulate a vision for bringing the City from its current 'as-is' state in line with the vision's articulated 'to-be' state, including the identification of areas of focus and the establishment of general timelines for each major priority. This strategy would include a concrete list of projects organized by priority area, and would attempt to preliminarily identify potential partners and financing mechanisms for the

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identified projects. This strategy could also include the establishment of an ongoing working group of community members and industry leaders that will meet regularly to monitor progress on strategy implementation and modify or supplement the strategy as necessary. We would aim to finalize and publish this strategy within approximately three months from the completion of the visioning process and assessment.

**Conclusion**

In conclusion, we wish to again thank the Council for its commitment to close collaboration with the Administration on smart city strategy as we move together to help build New Orleans into a more connected, inclusive, and efficient city. We firmly believe that finalizing this roadmap and its timeline will enable our respective branches of government to fully leverage each other's core competencies and produce a framework that will produce concrete benefits for our residents.

