



# Technology Charrette Report



## Information Technology City of Miami Beach

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## Executive Summary

### **Introduction**

On Friday April 27<sup>th</sup>, 2012, Carlos Molinet, President and CEO of The Molinet Institute, facilitated the City of Miami Beach IT Charrette at the request of Gladys Gonzalez, Director of IT for the City of Miami Beach.

The Technology Charette started with a welcome done by Ms. Gonzalez, which included an introduction of her key staff in Information Technology. Ms. Gonzalez also explained how the Charrette came about which was a result of the FY11/12 budget meeting with the City Manager, where we have an opportunity to discuss technology initiatives and accomplishments.

In our FY11/12 Strategic Initiatives, the City Manager included the Technology Charrette as part of our E Government Strategy to engage our constituents, businesses, tourism/cultural and technologist for us to understand what technology applications would be of interest from an end users perspective.

### **Key highlights of the IT Framework**

#### ***E-Government Initiative***

- Website receives 10 million hits a month and has 28,830 web pages;
- Developed 108 NEW Online Services since FY0708.

#### ***Security Initiative***

- We adhere to Payment Card Industry (PCI) Compliance Level 2 standards since we process over 2.5million credit card transactions a year.

#### ***Best Practice Policy & Procedures (ITIL)***

- Information Technology Infrastructure Library framework.

#### ***Green Initiative***

- We are vested in a Virtualization strategy wherever it makes sense.

Furthermore, the Information Technology Department (IT) is an Internal Service/Support Department supporting all of the City of Miami Beach Departments. The City's Strategic Plan stresses the need to utilize technology solutions that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for leveraging Information Technology.

## Technology Charrette Attendees

### **IT STAFF**

Aller, Luis Sr. Network Administrator  
Andre, Marie-France, Information Tech 1  
Biles, Robert, Applications Manager  
Chatelain, Cathia, E-Government Administrator  
Coney, Monique , Administrative Assistant  
Freeman, Darrius, Sr. Systems Analyst  
Sosa, Ariel, Telecom Manager  
Martinez, Nelson, Support Services Manager  
McGraw, John, Sr. Systems Administrator  
Merced, Lisa, E-Government Administrator  
Romero, Nilda, Sr. Telecom Specialist

### **Government, Residents and Vendors**

#### **Government:**

Irizarry, Marian  
Sklar, Max

#### **Residents:**

Barras, Ryan  
Bereski, Kenneth  
Browning, Mary  
Costales, Glenn  
Evans, Marty  
Florez, Christine  
Macedo, Jonathan

#### **Vendors:**

Cordal, Elena  
Costin, Julia  
Donovan, Frances  
Garcia, Patricia  
Hedges, Elena  
Kaufman, Greg  
McGhee, Patricia  
Milbert, Helene  
Queveo, Richard  
Sak, David

# Technology Charrette Agenda

## INFORMATION TECHNOLOGY CHARRETTE

*City of Miami Beach Training Room  
1755 Meridian Ave 3<sup>rd</sup> Floor  
Miami Beach, FL  
Friday, April 27, 2012*

9:30am to 10:00am	<b>Coffee, Attendee Check-in</b>
10:00am to 10:15am	Introductions/Overview IT Department <ul style="list-style-type: none"><li>▪ IT Staff/Charrette Facilitator</li></ul> Gladys Gonzalez, <i>IT Director</i>
10:15am to 10:30am	Technology Charrette Framework <i>Carlos Molinet, Facilitator</i>
10:30am to 11:30am	Gather Technology Ideas <i>Carlos Molinet, Facilitator</i>
11:30am to 12:30pm	Brainstorming Session <i>Carlos Molinet, Facilitator</i>
12:30pm to 01:00pm	<b>Lunch</b>
1:00pm to 2:00pm	Brainstorming by Category <i>Carlos Molinet, Facilitator</i> <ul style="list-style-type: none"><li>• <i>Business</i></li><li>• <i>Government</i></li><li>• <i>Resident</i></li><li>• <i>Tourism/Entertainment</i></li><li>• <i>Vendors</i></li></ul>
2:00pm to 2:30pm	Next Steps <i>Carlos Molinet, Facilitator</i>
2:30pm to 3:00pm	<b>Q&amp;A</b>

## Technology Charrette Framework

The Charrette process creates a foundation for successful public involvement. During the Technology Charrette, a one day collaborative design workshop whereby a multidisciplinary team, consisting of consultants, residents and city staff, produced a setting which encouraged openness and creativity. All suggestions from the group were examined to encourage thinking outside the box.

The intensive and productive work done in the Charrette made all the participants feel that their time was well spent and that they are a part of something that isn't just planning as usual. Everyone has become coauthors in a collaborative process that is engaging, meaningful, and fun. This process asks participants what matters to them before starting a plan, and begins to change their perception of possible project outcomes which leads to an engagement that fosters and maintains participation.

### **Key highlights of the Charrette Framework**

#### **Work collaboratively**

As part of our E-Government strategy, the City desires to engage our constituents, businesses, tourism/cultural and technologists to understand what web based or mobile application would be of interest from an end user's perspective. During the last several years, the City has undertaken a virtual City Hall initiative and wants to conduct this collaborative workshop to seek input as to what would be beneficial to enhance when interacting with City government.

#### **Design cross-functionally**

A multi-disciplinary team method with constituents, business, tourism/cultural and technologists results in ideas that are realistic every step of the way. The cross-functional process eliminates the need for rework because the design work continually reflects the wisdom of each specialty.

#### **Compress work sessions**

The Charrette sessions, facilitates creative ideas and encourages people to abandon their usual working patterns and "think outside of the box."

#### **Communicate in short feedback loops**

During the Charrette, ideas are created based upon a public vision, and presented within the workshop for further review, and refinement.

## **Parking Lot Ideas**

We created a “parking lot” for issues that were raised that would not be addressed as part of the Technology Charrette, although the City’s IT staff will be following up accordingly with the appropriate departments. Those items were as follows:

- Permit time turn around – The consensus is that it currently takes too long.
- Crisis management – The desire for a comprehensive plan.
- Updating other initiatives - The need for streamlining all aspects of communication.
- Information in real time – The need for a portal that would provide information in real time.
- Planning – The need for better planning of City projects and logistics.
- Code – The need to simplify and make code enforcement more consistent.
- Building – The need to work better with the Building Department.
- WIFI usage (IBM) – The need to improve on the service being provided.

## **General Brainstorm Session #1**

**Session #1 with all participants held from approximately 10:30am-11:30am:**

### **Brainstorm #1 Ideas**

- Expansion of WIFI system coverage.
- Mobile app, cross platforms, for different search engine, browsers.
- Bring your own device, CMB can get better at the using the personal device of every individual.
- Website ease of usage, for older citizens.
- Home page, citizen focus groups for testing the website, auto-complete on searches.
- Publish City's measurable deliverables for users to see on website.
- No consultants, bench marking compared to other municipalities.
- Readily available mobile applications for easy access to parking lots, events, mobile application.
- FAQ to be easily accessed.
- Leaving crumbs on website traversal.
- Increase number of notifications to residents and tourist about street closures, notify application, email, text message alerts.
- Apps with less advertising, pop-up links. City does not have any advertising.
- Community training. Teaching kids to teach their parents, YouTube, how to access this info, going out in the community to teach the community, libraries, school, people with language barriers, "you don't know what you don't know until you ask and communicate".
- New resident to CMB, communicate to agencies such as social security, through TV, video, collaborative movements with such agencies to target a certain age group.
- Grants, outreach with grants, Knight Foundation, take technology, private/public partners to help the community.
- Restaurants on CMB on a mobility app, with the CMB website, advertising.
- Are you ready for a crisis? Weather, emotional, etc. crisis management plan, getting it to the next level (parking lot) alerts, best practices.
- Business pitch for residents, giving residents a platform to express their ideas.
- Business platform to bring in more employees, connect IT ideas to jobs.
- Creating excitements for residents to be a part of these types of events, to prepare for next year, tell others to come to next year's Charrette.
- Putting links on website to redirect to other agencies like the County, City of Miami, etc.
- Online chat.



- Sharing of practice or ideas of other City practices - **Response from staff:** City's IT Department participates in the Florida Local Government Information Systems Association. Over 36 cities/state/county governments that the CMB participate on who's doing what and not reinventing the wheel, to collaborate with other city agencies to make decision based on these meetings, with public safety, technology perspective.
- I-Park is a great idea.
- Email with update on status specific to the charrette.
- Up-to-Date for violations, notices, permits, updating other initiatives, making sure that those initiatives are implemented in a timely manner.
- Nelson mentioned that the County has 311 information call center, not sure if County has 311 mobile app, to address those concerns, not only for the city but also to link up with other municipalities.
- Community activist i.e. pot holes, graffiti - **Response from Staff:** Application will launch in 30 days, residents will be eyes and ears of the city. Application is called "Report It".
- Parking lot spaces availability, via website, mobile apps - **Response from Staff:** Parking department is working on development of Mobile Application.
- Collaboration between the different departments to improve customer service.
- Centralizing events, alerts to party goers, alerting the proper people to come to aide, rescue, use as a study to track tourists.
- Shadowing projects for students, college students, interns for the summer in the IT department - **Response from Staff:** Summer internships, to encourage students to get into the IT field already take place.
- City WIFI; who's in charge? Where is it headed? - **Response from Staff:** WiFi is supported by IBM, it will not work everywhere, there are many factors that affect and influence coverage.
- The coming together in a vocational manner for all in CMB, especially which the language barriers, international students.

## **Randomly Selected Groups Brainstorm Session #2**

**Session #2** which was held from approximately 11:30am-12:30pm, and was attended by randomly selected groups of 5 persons.

### **Brainstorm #2 Ideas**

#### **Group 1**

1. Hospitality app (bad service, bad food, to not have a confrontation with the staff, you can use this app).
2. Small business database information (to look for accountants, workers, etc. the city would work with SBA).
3. International guidelines {visitors, tourists} (the list of rules, law for people coming to visiting and new to the country).

#### **Additional ideas**

- Event Application.
- Traffic, Construction, application to help with that.
- Local Business Job doing business as.

#### **Group 2**

1. Community awareness portable application
2. Lost and found app (not necessarily to get police involved.)
3. Designated Driver Application to call a cab.
4. International community app (know where the embassies are, etc.)

#### **Additional ideas**

- Transportation Mobile App/Miami Beach Trolley App
- CMB Vendor Event App
- Web Based Games Scavenger Hunt

### Group 3

1. FAQ section on the websites
2. Cross platform website access
3. Feedback on the current website effectiveness

#### Additional ideas

- Make sure WIFI works especially in low-income areas.
- Website and phone redirects to other government entities when city cannot resolve.
- Tutorial based videos.

### Group 4

1. Infrastructure, the WIFI issues, improving people ability to get information
2. Portal, accurate information real time; put it all together in one place;
3. Mobile Apps for events, local business, attractions, forecast, traffic adv, parking, local transportation, etc.
4. Mobile alerting; to reach out the all constituents; if there's a major crime, accidents, putting it out there for people.

#### Additional ideas

- Expand information awareness.
- Facilitate vendor needs for increased network capacity.

### Group 5

1. Real time parking app, maybe paying for parking with that app
2. Bring people in to test drive the new features of website. (Focus group)
3. Website, making it more usable; more cross browser
4. IT department, can be the driver in the community, diversifying our economy, using IT to increase City business transparency for the community.

#### Additional ideas

- Information sharing between the city and citizens/Education along with business as well.
- A more Green IT/How IT can promote Green.

- More communication between City and citizens. More charrette events run by all City Departments, as the example set by IT.
- Make websites more intuitive/Informal usability testing.
- Help incubate more IT business.
- Create IT summits.
- IT Department work with Economic Development department.
- City to become more transparent, using IT.

## **Category Brainstorm Session #3**

**Session #3** which was held from approximately 1:00pm-2:00pm, and was attended by groups broken out by category as follows:

- 1) Business**
- 2) Government**
- 3) Residents**
- 4) Tourism/Entertainment**
- 5) Vendors**

### **Brainstorm # 3 Ideas**

#### **1) Business Group**

1. Business Startup/Info Portal (“Cyber-preneurship”, helping business thrive, get started)
2. Expanded E-Government Services (focused on the more local level, permitting, parking, etc.)
3. Accountability & Transparency throughout entire Business process via application/technology (business/residents who want to do more business with the CMB, a direct access point for them)
4. QR code city destinations, business, and points of interest for general info. (Access numbers that people can call and pull up all of the information of that business, restaurants, historical spots.)

#### **2) Government Group**

1. Mobile apps etc. htmls (different platforms to access, most programs can read html functions)
2. Data convergence/API's
3. Transparency (business units have to work with IT to decide which data should be readily available to the general public, general info, 411, etc.)
4. Private/Pubic/ Government Partnership - data access (interface with business/vendor or in-house database to provide their own info; or contract it out to consultants and another entity)

### 3) Resident's Group

1. Website-better usability (navigation)
2. On-going interaction between City & citizens (minimize technical aspect, maximize interaction);
3. For next year's IT Charrette, do not to use the words "computer" or "IT", get a little creative to get the non-computer savvy people to participate because "IT" does scare people away when though they don't realize that they use IT with their lives every day.
4. Use IT to save government money & make money; Creative ways to create revenue for the city and community; Example: Steve Jobs saying let people pay 99 cents for the download, to stop piracy, when people were illegally downloading music.

#### Additional ideas

- IT in economic development
- More transparency through IT

### 4) Tourism/Entertainment Group

1. Conceptualize and design a pilot program, an interactive platform called: **We are Miami Beach**; Interactive platform; "We Are Miami Beach", general public safety (how do you anonymous report suspicious activity in a safe way)
2. Set goals a) General Public Safety; Public safety, people coming in/out tourism/entertainment venues. Unauthorized weapon sightings; violence for example fist fights; shoplifting for example on Lincoln Road and flash mobs; defecation b) Excessive Noise; case by case, an app to report c) customer safety; walking; bus links; other transportation d) End results is positive outcomes; "positive tourism experience"; tourists returning and recommending CMB to others.

### 5) Vendors Group

1. Mobile apps; anytime data (biggest challenge: constituents development opportunities; people who have this app will be allowed to create the applications themselves
2. Online Chats, chat with the mayor/city manager, let your voice be heard (app are there but people may not be able to find them; give people a forum to speak to the mayor/city manager allow an open chat at a certain time

3. Kiosks throughout the city, visitor/tour info center, bulletin board, local events, laws of city of Miami beach (In different languages, with information)

4. Web Development for Citizens, developing portal open for citywide, city contributions, customers can create apps, constituent's development as partners i.e. open Public Portal to pay your tickets, etc.

### **Final Q & A Session**

Email address to provide additional feedback?

**Response from Staff:** IT will take 3 basic Ideas from each session and group. Also provided e-mail for additional feedback.

What will happen to the parking lot ideas?

**Response from Staff:** They will be written in the report and distributed to the appropriate departments.

## Conclusion

In summary, there was very positive feedback about the Charrette from the attendees and the report and ideas provided above should pave the way for the implementation of a feasible plan to achieve desired future results to further enhance the services that the City's IT department currently delivers. Below are the main ideas that were common throughout our sessions:

- 1) The implementation of mobile applications that would help promote the City activities as well as keep the residents, tourists, and employees informed as it relates to parking in real time, safety and security alerts.
- 2) Improve website navigation by establishing Focus Groups that can evaluate and provide feedback before changes are implemented.
- 3) The sentiment regarding the WiFi system is that the current system is not operating at an acceptable level. Work with the current vendor to enhance usability and produce a better result.
- 4) The IT Department can work with other City departments and provide tools that improve communication with the residents and businesses of the City.
- 5) Use technology to generate revenue as well as continuing to analyze current practices, from an IT perspective, that could save dollars by minimizing duplication and enhancing current practices through the entire platform of the City's departments.

## Next Steps

Present report to IT Steering Committee to evaluate the feasibility and funding of the main ideas and prioritize these ideas for potential implementation.