Economic Development initiatives

Initiative Name:	**Reference Model Area:**
Marketing & Digital Communications	Economic Development
Description: Use of direct marketing and other traditional communications channels as well as social media platforms (e.g., Facebook, LinkedIn, Twitter) to better promote and expand awareness of Lafayette's economic assets (e.g., UL, LEDA, Opportunity Machine, LITE Center); available tax credit and other investment incentive programs; and resources and other information for or about startups/small businesses. Campaigns will better engage Lafayette communities and spur growth.	
Benefits/Beneficiaries: Greater citizen awareness of and better engagement with Lafayette's economic development resources and capabilities	**Lead Agency:** LEDA

Initiative Name:	**Reference Model Area:**
Entrepreneur Empowerment	Economic Development
Description: A self-help portal providing entrepreneurs access to resources and services aimed at helping them grow their startup businesses. Features will include self-paced digital training toolkits (including interactive modules, video seminars, other content), key performance indicator (KPI) tracking, an Opportunity Machine onboarding platform, and a social networking interface to engage with potential investors, mentors, business partners, customers, or employees.	
Benefits/Beneficiaries: Better access to information, business training, contacts, and potential capital for new entrepreneurs	**Lead Agency:** Opportunity Machine

Economic Development initiatives

New Initiative Name: Advanced Business Registry	**Reference Model Area:** Economic Development
Description: A consolidated catalog of company information to facilitate business licensing in Lafayette. Information captured would include industry, number of employees, NAICS code, among other data. As more businesses register with LCG in the future, Lafayette would have a richer understanding of the local business community, how businesses are categorized, what industries they serve, etc.	
Benefits/Beneficiaries: A quick and easy way to gather and share business information across LCG and local economic development communities	**Lead Agency:** Development & Planning; LEDA

Initiative Name: Capital Access Hub	**Reference Model Area:** Economic Development
Description: A central platform for resources on funding mechanisms including venture capital, angel investment, and other programs. Featured would be a digital report highlighting the benefits for private or institutional investors to fund startups in Lafayette or relocate corporate venture capital portfolio companies here. The report will help the city better market itself to angel investors and large companies, especially in the tech sector, that run corporate venturing or similar programs.	
Benefits/Beneficiaries: A new data resource to market Lafayette to further angel investment, corporate venturing, and other capital sourcing	**Lead Agency:** LEDA

Economic Development initiatives

Initiative Name: Startup Workforce Development	**Reference Model Area:** Economic Development
Description: A digital recruiting and training platform to connect startups with new talent and develop new startup employees. Recruiting activities would use social media platforms like Facebook, LinkedIn, and Twitter to cast a wider net for job applicants. Training would consist of self-paced learning materials and skill-building tools accessible to employees of startups. Training would emphasize technical and business skills, and completions could lead to badges or other recognition.	
Benefits/Beneficiaries: Better connection of startups to qualified job seekers; better engaged and trained startup workforce	**Lead Agency:** Opportunity Machine

Initiative Name: CREATE Community Calendar	**Reference Model Area:** Economic Development
Description: A digitally enhanced events calendar for CREATE programming across Lafayette. The calendar will increase citizen engagement around cultural events and programming, and will serve as an information source that can be widely distributed through multiple digital channels. This digital calendar can be hosted on multiple websites that allow for filtering by event type, artist community, or intended audience group.	
Benefits/Beneficiaries: Greater citizen awareness of CREATE events and programming; centrally hosted resource	**Lead Agency:** Mayor-President; Lafayette Convention & Visitors Commission

Economic Development initiatives

Initiative Name: Citizen Employment Services	**Reference Model Area:** Economic Development
Description: Expanded portfolio of online job search tools and other services available at Lafayette Public Library branches. Examples include e-books, digital training content on finding a job, links to employers/agencies, job fairs, mentoring opportunities, hands-on workshops (e.g., resume/cover letter writing, job interviewing, networking), hosted employment clubs to support job seekers, and perhaps even stress-relieving activities like meditation and mindfulness.	
Benefits/Beneficiaries: Enhanced job search and professional development assistance for Lafayette citizens; higher employment rates	**Lead Agency:** Lafayette Public Library; UL & SLCC

Initiative Name: CREATE Asset Inventory	**Reference Model Area:** Economic Development
Description: A digital platform to communicate and manage the inventory of cultural assets (including venues and meeting spaces) and also connect businesses, artists, and patrons through a crowdsourced, shared data mechanism. This platform would also capture and help streamline information about licensing and permits as needed for cultural events. Also, certain cultural venues could be tracked and identified as “certified sites”.	
Benefits/Beneficiaries: Up-to-date information sharing among cultural communities and event stakeholders; greater transparency	**Lead Agency:** Mayor-President

Economic Development initiatives

Initiative Name: Lafayette Test Bed Services	**Reference Model Area:** Economic Development
Description: Market the city of Lafayette and the LUS Fiber network as a test bed for new Smart City concepts. Likely customers would be mature businesses with new Smart City products and/or services, or startup ventures looking to create low-cost proof-of-concept (POC) demonstrations. LCG departments and other cities could also use or procure these services. An on-premises data center could provide a "sandbox" for testing advanced technology applications such as blockchain and digital currency.	
Benefits/Beneficiaries: Additional exposure of Lafayette as a center for innovation; direct support to LCG for other Smart City initiatives	**Lead Agency:** LUS Fiber

Initiative Name: Cultural Events Commerce	**Reference Model Area:** Economic Development
Description: Optimized internal communications and management of programming at large venues such as the Heymann Performing Arts Center including more efficient ticket sales revenue allocation to appropriate accounts or financial categories (e.g., future events, cost coverage, taxes, fees). Increase in the number of concerts and shows hosted at the Heymann Center.	
Benefits/Beneficiaries: Improved event revenue management; better budgeting for future events	**Lead Agency:** Mayor-President

Education initiatives

Initiative Name: Smart Cities in Higher Education	**Reference Model Area:** Education
Description: Improve the educational experience at UL Lafayette and SLCC through a number of enhancements. A new Smart City University Center that serves as a testbed for connected cities initiatives could be the centerpiece of the effort. Other efforts could include offering dual enrollment with other schools engaged in Smart City efforts, recruiting faculty who can accredit/administer new Smart City programs, recognizing prior learning credits for adult students in related fields, and offering new virtual reality educational programs.	
Benefits/Beneficiaries: Better trained/qualified local college graduates; increased college enrollment	**Lead Agency:** University of Louisiana at Lafayette; SLCC; LUS Fiber

Initiative Name: e-Sports Center	**Reference Model Area:** Education
Description: Create a new center at UL Lafayette focused on all aspects of e-Sports (e.g., game design, coding, marketing, operations). The center would attract software developers, gamers, and gaming companies to Lafayette. A city sponsored e-Sports mobile application would allow students at other universities who are keen on e-Sports to compete and collaborate on various gaming initiatives.	
Benefits/Beneficiaries: Use popularity of video games to attract students, professionals, and new firms; build a community of interest	**Lead Agency:** University of Louisiana at Lafayette; LUS Fiber

Education initiatives

Initiative Name: Virtual Reality Education	**Reference Model Area:** Education
Description: Expand the use of Virtual Reality (VR) at UL Lafayette and the Lafayette library system. Expand the university's VR program currently used to educate citizens on the energy sector to include other sectors important to Lafayette (e.g., technology, health). Expand current VR tools available at the Lafayette library's main branch to other branches to familiarize citizens with VR. Expand VR training to flood preparation and other local topics of interest.	
Benefits/Beneficiaries: Citizens of Lafayette would have further education and workforce training delivered in an engaging format	**Lead Agency:** University of Louisiana at Lafayette; Lafayette Public Library

Initiative Name: Private School ID Library Card	**Reference Model Area:** Education
Description: Lafayette public school students can now use their student IDs to access library resources at no cost and without fees. However, private schools do not yet have integrated student databases to allow for the conversion of student IDs to library cards. Expanding this successful program to private schools would allow all students equal access to library resources and provide more visibility into how students use these resources. Also, this could lead to a new combined data repository for all K-12 schoolchildren in Lafayette in public and private schools.	
Benefits/Beneficiaries: Student access to library resources via private school student IDs; better decision making with consolidated K-12 data	**Lead Agency:** Lafayette Public Library; Lafayette's private schools

Energy & Water initiatives

Initiative Name: LUS Website Redesign	**Reference Model Area:** Energy & Water
Description: Redesigned LUS website with a better user experience that meets new customer needs (e.g., online bill pay, access from mobile devices, arranging service calls). The website should use best practices of human-computer interaction (e.g., more easily navigable, more intuitive, collects many site usage metrics). It should also access other proposed city-wide LCG platforms/services (e.g., payments platform for credit cards and other digital payments, and interactive maps).	
Benefits/Beneficiaries: Easier user access to LUS information and more functionality for consumers; more data on consumers for LUS	**Lead Agency:** LUS

Initiative Name: Digital Outage Management System	**Reference Model Area:** Energy & Water
Description: Automated predictions, network tracing, and multiple data inputs on a single system would all be elements of a new Digital Outage Management System that offers an end-to-end view of the outage response process so that crews dispatch more quickly and accurately. The system will integrate with other key LUS systems, and feature a comprehensive database that keeps LUS leadership informed on outage performance. The system would also incorporate customer feedback.	
Benefits/Beneficiaries: End-to-end view of issue and resolution in real time; greater customer satisfaction	**Lead Agency:** LUS

Energy & Water initiatives

Initiative Name: Connected Home	**Reference Model Area:** Energy & Water
Description: A Connected Home leverages digital technology and broadband connectivity to monitor and provide constant updates on energy use, security, and other aspects of home status. Customers can use this data to remotely adjust settings on a wide range of systems or even opt-in to emergency services allowing LUS to adjust the power grid. In partnership with LUS Fiber, Connected Home projects could include energy mgmt., home appliance control, and health monitoring of the elderly.	
Benefits/Beneficiaries: Citizens can remotely monitor/control the status of their homes and access services in case of emergency	**Lead Agency:** LUS; LUS Fiber

Initiative Name: Green Energy Offerings	**Reference Model Area:** Energy & Water
Description: Pioneer efforts to expand adoption of sustainable and green energy generation capabilities into other emerging Smart City initiatives. Expanded use of solar power and other renewable energy sources will increase energy efficiency, reduce carbon output, and allow for an environmentally friendly energy source. Also, added utility-scale renewables could serve as an economic development driver for new/tech companies. This effort would be linked with other related Smart City efforts, like the proposed Electric Vehicles and Air Quality Program initiatives.	
Benefits/Beneficiaries: Citizens will have new information about green energy and options for energy to their residences; economic growth driver	**Lead Agency:** LUS

Energy & Water initiatives

Initiative Name: Stormwater Monitoring Data	**Reference Model Area:** Energy & Water
Description: Expand and optimize data collection in the city's water management program using new Internet of Things (IoT) sensors to measure water levels at various points throughout the city. The data would be used to track trends and understand real-time water levels for safety and flood prevention purposes. The solution would apply predictive analytics to collected data in order to alert of potential dangers from high water levels. Data would be available to citizens through an interactive map.	
Benefits/Beneficiaries: Better gauge on potential flooding; greater citizen understanding and engagement; better information sharing across LCG	**Lead Agency:** Public Works

Government Operations initiatives

Initiative Name: Grants Management System	**Reference Model Area:** Government Operations
Description: A unified grants management system that enables end-to-end administration of grants. Functionality would include grant discovery, proposal development, compliance checks, proposal submission, administrative reporting, and project tracking. Automating aspects of grant disbursements and auditing would enable more accurate and timely money transfers than current manual processes. New Natural Language Processing (NLP) techniques could help with proposal writing.	
Benefits/Beneficiaries: Citizens benefit as more grant funding is available; LCG benefits from a more streamlined process	**Lead Agency:** Community Development

Initiative Name: Process Improvement/Automation	**Reference Model Area:** Government Operations
Description: Many processes across multiple LCG agencies (e.g., Finance, Fire, Development & Planning) seem overly complicated or repetitive. This initiative would assess these processes and apply appropriate remedies, including Robotic Process Automation (RPA) of simpler tasks to free up staff to focus on higher value work, use of Artificial Intelligence (AI) to improve results of manual decision making, and/or Natural Language Processing (NLP) to help write/read needed reports.	
Benefits/Beneficiaries: LCG staff spend less on low value work	**Lead Agency:** IS&T

Government Operations initiatives

Initiative Name: Building LCG Workforce 2.0	**Reference Model Area:** Government Operations
Description: Making Lafayette a Smart City creates new employment needs within LCG. This initiative would reengineer some of the processes related to hiring. For example, creating and approving a new job requisition could be streamlined and automated. Digital recruiting channels (i.e., social media platforms like LinkedIn) could be used to cast a wider net for job applicants. The job application itself could be digital rather than paper-based. Testing could be computerized and scoring automated.	
Benefits/Beneficiaries: More/better candidates for LCG positions; greater convenience for applicants; less effort to score applications	**Lead Agency:** Civil Service

Initiative Name: Empowering LCG Workforce 2.0	**Reference Model Area:** Government Operations
Description: Onboarding new LCG staff takes time and effort. Digital technologies could streamline these processes. Potential solutions could include: a digital platform for onboarding that provides orientation resources and lessons learned from prior hires; a self-service capability for simple tasks (e.g., filing timesheet); a chatbot to answer questions about administrative issues (e.g., setting up insurance); or digital training available on mobile channels so staff can train at their own pace.	
Benefits/Beneficiaries: Faster onboarding with less effort by new staff; less disruption to current work	**Lead Agency:** Civil Service; Human Resources

Government Operations initiatives

Initiative Name: Mobile Office	**Reference Model Area:** Government Operations
Description: Create a mobile work environment for LCG employees at select agencies that require staff to work away from their desks (e.g., Development & Planning, Civil Service) that mimics their office computer desktop with access to needed data and applications. The mobile environment would be available when they travel to work sites at various agencies or locations around Lafayette. Would need to define new policies if Bring Your Own Device (BYOD) is part of the mobile vision.	
Benefits/Beneficiaries: More efficient/productive LCG staff	**Lead Agency:** IS&T

Initiative Name: E-Residency Program	**Reference Model Area:** Government Operations
Description: An e-Residency program, partly modeled after Estonia, would attract technology investment, firms and talent, expanding the local tax base and spurring economic development. The program would allow participants around the world to engage with local technology initiatives. A portfolio of services, from business formation, online banking, and financing, to tax and accounting would be offered. e-Residents could utilize a digital asset (blockchain token) to pay for access to services.	
Benefits/Beneficiaries: Expanded tax base and new pool of talent for Lafayette; foreign contributions to local economy	**Lead Agency:** Mayor-President; Lafayette Public Innovation Alliance

Government Operations initiatives

Initiative Name: Digital Assets for Public Finance	**Reference Model Area:** Government Operations
Description: Sales of digital blockchain assets have emerged as a new mechanism for financing of technology ventures, raising $3.8 billion in 2017 and over $13 billion in the first half of 2018. Deployment of a digital asset platform could provide a mechanism for financing public innovation that does not involve issuance of debt or levying of taxes. Approaching technology investment firms active in this sector to gauge interest and refine potential plans would be the first step in this initiative.	
Benefits/Beneficiaries: Expanded tax base and new pool of talent for Lafayette; foreign contributions to local economy	**Lead Agency:** Mayor-President

Health initiatives

Initiative Name: Air Quality Program	**Reference Model Area:** Health
Description: Build on the work of Lafayette-CGI's 2016 EPA Smart City Air Challenge grant award to collect, analyze, and manage data captured by Internet of Things (IoT)-enabled air quality sensors deployed throughout the parish. Build processes to use this data to inform future decisions on land use, economic development, and similar issues. Data could also be integrated into a layer in the future interactive map of Lafayette.	
Benefits/Beneficiaries: More informed decision-making for LCG departments; greater awareness of air quality for citizens	**Lead Agency:** LUS Fiber

Initiative Name: Opioid Crisis Management	**Reference Model Area:** Health
Description: Create a tailored program for how Lafayette contends with opioid addiction in the local population. The program would emphasize the following areas: prevention, early detection of addictive behaviors, rescue, and treatment/recovery. Each area would apply digital technologies creatively but judiciously (e.g., case management capabilities to manage the opioid population, social media campaigns to help with prevention, predictive analytics to detect early indicators of addiction).	
Benefits/Beneficiaries: Fewer opioid related incidents	**Lead Agency:** Mayor-President

Health initiatives

Initiative Name: Eldercare Offerings	**Reference Model Area:** Health
Description: Offer smart in-home services to elderly customers that connect mobile, wearable, and IoT-enabled devices or appliances to healthcare providers or emergency monitoring services. Cameras could record images or video of customers for medical or security purposes. Device sensors/trackers could capture live data on customer location, movement, and vitals. Information would enable delivery of clinical telemedicine services otherwise inaccessible to customers.	
Benefits/Beneficiaries: Added security for elderly customers; access to remote medical or emergency services	**Lead Agency:** LUS Fiber

Public Safety initiatives

Initiative Name: Digital Flood Sensing & Mapping	**Reference Model Area:** Public Safety
Description: Use new Internet of Things (IoT) connected sensor technologies to create a network of sensors that provide early, reliable, and accurate flooding information. Combine sensor data with other data sources (e.g., weather data, eye witness reports of flooding) and apply predictive analytics to enable early warnings and optimized response strategies. Flood data would also be available for the interactive digital map developed under another Smart City initiative.	
Benefits/Beneficiaries: LCG and citizens can use the data and map on their digital devices to inform a safe route through flooded areas	**Lead Agency:** Development and Planning; Public Works; Acadiana Planning Commission (APC)

Initiative Name: Disaster Preparedness	**Reference Model Area:** Public Safety
Description: A parish-wide Disaster Preparedness program to improve LCG services when disaster strikes. The program would include new roles/processes for LCG agencies and new communication channels derived from the Bloomberg challenge grant (e.g., mobile app, social media) for citizens. Other new resources for citizens would be available (e.g., e-learning modules relating watershed concepts to hurricanes and flooding, incentives to generate accountability for watershed improvements).	
Benefits/Beneficiaries: Citizens and LCG will have a shared view and understanding of what to do when disasters strike	**Lead Agency:** Mayor-President; Development and Planning; Fire Department; Police Department

Public Safety initiatives

Initiative Name: Public Safety IT Infrastructure 2.0	**Reference Model Area:** Public Safety
Description: New digital-age technologies such as cloud, edge computing, and ubiquitous high bandwidth wireless can help realize public safety goals by optimizing individual applications, connecting similar applications across departments, and sharing data sets. In coordination with local public safety agencies (e.g., police, fire) these improvements will use existing LUS Fiber infrastructure to better integrate efforts of all these organizations.	
Benefits/Beneficiaries: More data sharing among public safety agencies; more interoperability of their systems (e.g., communications, records)	**Lead Agency:** LUS Fiber

Initiative Name: Smart Fire Alarms	**Reference Model Area:** Public Safety
Description: A parish-wide effort to promote adoption of Smart Alarms in homes and businesses. In addition to these devices having the latest operating features (i.e., multi-mode sensors, extended battery life, ability to interact with building systems), they would also be directly connected via LUS Fiber to emergency response command center(s). New alarms would shorten response times and provide additional information to first responders on their way to an event.	
Benefits/Beneficiaries: Shorter response times; more information for fire fighters	**Lead Agency:** Fire Department

Public Safety initiatives

Initiative Name: Drones for Safety Applications	**Reference Model Area:** Public Safety
Description: Unmanned drones can provide emergency responders with easily deployable aerial imaging platforms (i.e., visible light cameras, infra-red sensors). Drones can help fire departments evaluate a blaze from above to determine its route, rate of travel, and any structures at risk, allowing for more strategic placement of fire teams. Police officers can use drones as an aerial surveillance system to increase officer and citizen safety; Public Works could use drones to aid in various inspections.	
Benefits/Beneficiaries: Public Safety departments of LCG will have aerial views of potential danger situations	**Lead Agency:** Police Department; Fire Department; Public Works

Initiative Name: Social Media Monitoring Analysis	**Reference Model Area:** Public Safety
Description: Set up a team of officers who use commercial off-the-shelf (COTS) social media listening tools to monitor open social media channels (e.g., Facebook , Twitter) most popular with Lafayette residents. The officers would make note of and track posts that indicate the potential for the author's perpetrating future acts of violence, or inciting others to commit acts of violence.	
Benefits/Beneficiaries: Prevention of future acts of violence or other criminal activity	**Lead Agency:** Police Department

Public Safety initiatives

Initiative Name: Public Safety Records Management	**Reference Model Area:** Public Safety
Description: A combined records management system that spanned all public safety agencies across the entire Lafayette Parish would allow law enforcement agencies to share data. Initial efforts would help with basic issues like citizen name resolution. But wider sharing of data could also increase the number of solved criminal investigations and reduce overall crime by applying predictive analytics to combined data sets.	
Benefits/Beneficiaries: More solved crimes; more effective crime prevention efforts	**Lead Agency:** Lafayette Police Department (with active involvement from all law enforcement agencies parish-wide)

Initiative Name: Smart Lighting	**Reference Model Area:** Public Safety
Description: Adequate lighting is a key enabler of safer streets. Smart street lights also collect data for a variety of uses. Once connected to a central network they can monitor and respond to various situations warranting prompt action, such as accidents. Smart lights can lower energy costs, but when combined with other sensors, controllers, and analytics they can also help optimize traffic flows, serve as security cameras, and even register and locate where gunshots originate.	
Benefits/Beneficiaries: Reduced crime; improved traffic flow; lower lighting costs	**Lead Agency:** LUS; Development and Planning; Public Works, Parks & Recreation; Police Department

Public Safety initiatives

Initiative Name: Mental Health Database	**Reference Model Area:** Public Safety
Description: A new database of individuals with a history of documented mental issues leading to confrontations with police. Base data could be sourced from, or supplemented by, federal, state, or local law enforcement agencies. Providing this data to officers would enable better assessment of future interactions with these individuals, help de-escalate confrontations, and create opportunities for more positive outcomes rather than arrests, use of force, or incarceration.	
Benefits/Beneficiaries: More alternatives to arrests; fewer unnecessary confrontations	**Lead Agency:** Police Department

Real Property initiatives

Initiative Name: Downtown Revitalization	**Reference Model Area:** Real Property
Description: Revitalizing downtown with digital-age amenities and a modern feel could make the area become the "3rd place" (i.e., where people spend time after home [1st place] and work [2nd place]) for more Lafayette citizens. Revitalization can quickly bolster the perception of a neighborhood, creating cascading benefits for residents such as attracting attract new businesses and boosting the economy.	
Benefits/Beneficiaries: Better quality of life and economic opportunities for residents, businesses, and visitors in downtown Lafayette	**Lead Agency:** Development & Planning; Mayor-President

Initiative Name: Troubled Property Management	**Reference Model Area:** Real Property
Description: An environment where data from LCG agencies on troubled properties (i.e., adjudicated, in disrepair) across the parish can be stored, shared, and used. By using predictive analytics on this data, LCG could spot at-risk properties earlier and take preemptive measures to reduce the burden these dwellings put on the community. In the long run, a blockchain-enabled land bank or property management system to manage adjudicated properties could be built.	
Benefits/Beneficiaries: Fewer properties being turned over to LCG; more property owners helped to meet their obligations	**Lead Agency:** Development and Planning

Real Property initiatives

Initiative Name: Land Use Analysis & Planning	**Reference Model Area:** Real Property
Description: Perform an iterative parish-wide land use analysis to inform future decisions related to transportation and zoning. The data output from this exercise would be available to be placed on an interactive map that could show various land uses across different areas and neighborhoods. Explore alternatives for how making the data available could allow different forms of citizen participation (e.g., online voting) in a subset of land use decisions.	
Benefits/Beneficiaries: Better land use decisions and more citizen participation	**Lead Agency:** Development and Planning

Initiative Name: Digital Parks Management	**Reference Model Area:** Real Property
Description: Currently some Lafayette parks are not actively managed by LCG so citizens may not be aware of them. This initiative involves building and maintaining a complete up-to-date listing of all park facilities. The data would be available in print and digital formats to the public. More tools for citizens (e.g., space reservation, mobile payment of fees) could be added over time. At a later stage, more park features could also be added (e.g., smart lighting) to improve the park user experience.	
Benefits/Beneficiaries: More awareness and use of park resources	**Lead Agency:** Parks and Recreation

Real Property initiatives

Initiative Name: Real-Time Building Occupancy Data	**Reference Model Area:** Real Property
Description: A digital Knowledge Management System that could collect, store, locate, retrieve, and display data on occupants of business and residential buildings across the city. In addition to information about occupants, more accurate location data would be included. Data would be used to improve response times/services from police, fire, and other departments.	
Benefits/Beneficiaries: Better knowledge of building locations and occupancy would improve emergency response	**Lead Agency:** Fire Department; Police Department; Other service-providing LCG agencies

Transportation initiatives

Initiative Name: Traffic Improvement	**Reference Model Area:** Transportation
Description: Continue early efforts to improve Lafayette road transportation infrastructure and create a more reliable, safer, and less congested driving experience. Bring the I-49S corridor up to interstate standards. Build on current use of Bluetooth readers by installing other sensors to monitor traffic volumes, and use predictive analytics to optimize traffic patterns. Explore adaptive traffic controls to enable faster response times while limiting congestion around the routes of emergency vehicles.	
Benefits/Beneficiaries: Less traffic congestion; better view into traffic for citizens; faster emergency response times; draw for businesses	**Lead Agency:** Public Works

Initiative Name: Fleet Asset Management	**Reference Model Area:** Transportation
Description: Expand use of GPS, IoT, and other digital technologies to better manage LCG's fleet of vehicles (e.g., buses, park golf carts, other government vehicles). For example, in addition to tracking buses, provide riders real-time arrival, delay, and location data on their mobile devices or digital signage at kiosks. Riders could also have access to route maps, normal schedule tables, or schedules for special event days. Explore applicability of these technologies to police, fire, other LCG-owned vehicle fleets.	
Benefits/Beneficiaries: Better management of LCG-owned vehicles; citizens have more data to make decisions about transportation services	**Lead Agency:** Public Works; GIS

Transportation initiatives

Initiative Name: Next Generation Parking	**Reference Model Area:** Transportation
Description: Current digital LCG parking meters do accept credit cards. New smart meters could do that *and* provide features like parking reservation, extending parking times remotely, or sensing when cars have overstayed their time. Eventually all meters could be replaced by a mobile application containing these and additional features such as navigation back to a parked vehicle. The application could also enable local businesses to service parked vehicles (e.g., detailing, repairs, refueling).	
Benefits/Beneficiaries: More parking convenience for citizens; better management of parking infrastructure	**Lead Agency:** Public Works

Initiative Name: Autonomous Vehicles	**Reference Model Area:** Transportation
Description: A fleet of autonomous vehicles (AVs) would operate along a set route in Lafayette providing transportation services during special events or at certain times. AVs would connect to wireless hotspots and IoT devices as well as communicate with other AVs in order to safely operate and efficiently transport riders through public streets. Additionally, AVs could inform passengers about Lafayette tourism and CREATE events while in transit, and connect passengers to mobile services.	
Benefits/Beneficiaries: Unique alternative transportation experience for citizens and visitors	**Lead Agency:** Mayor-President, LUS Fiber; Public Works

Transportation initiatives

Initiative Name:	**Reference Model Area:**
Public Transportation Rebranding	Transportation
Description: A strong brand is an essential enabler for public transportation modernization and community support. Rebranding of the public transport system will result in higher visibility and increased ridership. In addition, the rebranding can support other goals for public transportation to pursue green alternatives such as hybrid or electric vehicles, and even autonomous vehicles.	
Benefits/Beneficiaries: Changes to public transportation can be emphasized, and more riders will be attracted	**Lead Agency:** Mayor-President; Public Works

Initiative Name:	**Reference Model Area:**
Electric Vehicles	Transportation
Description: The success of Tesla and announcements by most major car makers committing to having electric vehicles (EV) in their fleets by 2025 has accelerated forecasts of mass EV adoption in the US. Lafayette should do a study to identify the optimal positioning for LUS and the city within the EV value chain (e.g., provide electricity, own and operate charging stations, use EVs in Government-owned vehicle fleets), and make investments accordingly.	
Benefits/Beneficiaries: Essential services to EV owners; new revenue opportunities for LCG	**Lead Agency:** LUS

Transportation initiatives

Initiative Name: Smart Bus Shelters	**Reference Model Area:** Transportation
Description: Six hundred planned bus shelters across Lafayette featuring smart signage, digital monitors with real-time bus tracking and arrival information, and access to other mobile services for waiting passengers.	
Benefits/Beneficiaries: Added convenience of real-time bus and other information for passengers	**Lead Agency:** LUS Fiber; Public Works

Strategy & Communications initiatives

Initiative Name: Smart City Diagnostics	**Reference Model Area:** Strategy & Communications
Description: An inventory of key current processes, IT systems, and data in use across LCG before the city is re-imagined in a Smart City context. After the inventory is completed, a better assessment of how well these assets contribute to the Smart City vision would be possible. The assessment would inform recommendations on which assets should be retired, replaced, or upgraded. This would be a good early task for the proposed Chief Technology/Innovation Officer to engage on.	
Benefits/Beneficiaries: Better handle on current IT assets and more informed future digital or Smart City procurements	**Lead Agency:** Mayor-President; IS&T

Initiative Name: Digital Citizen Engagement Strategy	**Reference Model Area:** Strategy & Communications
Description: A local communications strategy that uses direct marketing, social media, mobile, and other digital means to engage Lafayette citizens on Smart City initiatives. This could include a platform to enable virtual interactions with community leaders on new initiatives, and discussion forums to engage all citizens (with links to social media). Could also include a digital map-based display of Lafayette neighborhoods, highlighting current and planned digital initiatives and their progress.	
Benefits/Beneficiaries: More awareness/support of LCG Smart City efforts; shared sense of community and excitement about future	**Lead Agency:** Mayor-President

Strategy & Communications initiatives

Initiative Name: Smart City Marketing Campaign	**Reference Model Area:** Strategy & Communications
Description: An external marketing campaign to get the word out that Lafayette is becoming one of America's first Smart Cities. Audiences would include business and government leaders across the US and select international locations. The objective is to attract investment and participation in the local Lafayette economy by new players from outside the parish. The campaign would maximize use of digital channels (e.g., social media, mobile) and cite completed new Smart City initiatives.	
Benefits/Beneficiaries: More investment in Lafayette; more visibility/interest in the parish on national stage	**Lead Agency:** Mayor-President; Lafayette Public Innovation Alliance

Technology Platforms initiatives

Initiative Name: Digital 311	**Reference Model Area:** Technology Platforms
Description: Consolidate and transform current 311 operations (switchboard, manual tracking, other processes) into a broad communications solution accessible to all of LCG which can also provide current information and data access to the public. A mechanism for eliciting and capturing citizen feedback as well as tracking LCG action-resolution would also be a component of the solution.	
Benefits/Beneficiaries: Improved, connected processes that will save LCG time and effort; shared data and information with LCG and citizens	**Lead Agency:** Mayor-President

Initiative Name: External Open Data	**Reference Model Area:** Technology Platforms
Description: An omnichannel platform that gives citizens access to centralized, publicly available data related to LCG offerings, services, and performance. Through a portal that is accessible anytime, anywhere, and by any internet device type, users can request data, run custom reports, and provide feedback. Source data would be supplied by integrated systems across LCG, and would be continuously curated, updated, and governed.	
Benefits/Beneficiaries: Transparent, shared, common data platform for all LCG citizens and stakeholder communities	**Lead Agency:** Mayor-President

Technology Platforms initiatives

Initiative Name: Enhanced LCG Website	**Reference Model Area:** Technology Platforms
Description: Launch a redesigned and enhanced LCG website incorporating updated content with an integrated content management tool, mobile-friendly versions, a more robust platform for citizen interaction, engagement, feedback capture, and support, and accommodating the capability for enhanced services such as online credit card payments processing.	
Benefits/Beneficiaries: LCG information more easily accessible to Lafayette citizens; better citizen awareness and engagement	**Lead Agency:** IS&T

Initiative Name: Expanded Wireless	**Reference Model Area:** Technology Platforms
Description: A parish-wide wireless network providing ubiquitous hotspots across Lafayette built off of the existing LUS Fiber infrastructure. The hotspots would enable a wide variety of wireless LCG applications (e.g., real-time body-cam video feed to police dept. command center) or apps for citizens and businesses. Multiple revenue models are possible: residents who opt in could be charged a premium as part of their monthly bill; a separate Wireless City Pass could be sold to tourists/visitors.	
Benefits/Beneficiaries: Public wireless access outside of homes and offices for residents and visitors	**Lead Agency:** LUS Fiber

Technology Platforms initiatives

Initiative Name: Digital Town Square	**Reference Model Area:** Technology Platforms
Description: A partnership with US Ignite to enable a new gigabit Metropolitan Internet with local data centers for low-latency high-bandwidth performance supplied by LUS Fiber. This 'Digital Town Square' would create the foundation for the Louisiana Community Cloud Platform to provide local cloud storage for shared data.	
Benefits/Beneficiaries: Citizens would have high speed access to secure community-centric cloud storage locally within the city	**Lead Agency:** LUS Fiber; University of Louisiana at Lafayette

Initiative Name: Cybersecurity	**Reference Model Area:** Technology Platforms
Description: Establish a dedicated program to secure and protect Lafayette's people, processes, and systems from potential cyber risks. In particular, cybersecurity controls should be in place for all back-end and front-end system processes that touch or provide access to data or other digital assets. Special focus should be on personally identifiable information (PII) and other private citizen or business data, as well as compliance with industry standards such as payment card industry (PCI).	
Benefits/Beneficiaries: Better assurance of data privacy and security for citizens as well as businesses	**Lead Agency:** IS&T; LUS; LUS Fiber; University of Louisiana at Lafayette

Technology Platforms initiatives

Initiative Name: Interactive Maps	**Reference Model Area:** Technology Platforms
Description: Dynamically layered, geographic information system (GIS)-based maps with interactive interfaces to educate citizens about current or future public works tickets and projects, utilities outages, planning initiatives, and cultural events within different neighborhoods. Citizens could also enter a specific address and see which projects/activities are happening nearby.	
Benefits/Beneficiaries: Increased awareness across LCG and among citizens of ongoing initiatives, projects, and events	**Lead Agency:** Development & Planning; LUS; IS&T

Initiative Name: Digital Payments	**Reference Model Area:** Technology Platforms
Description: A user-friendly digital solution to handle all forms of payments to LCG. Credit cards, debit cards, bank transfers, and emerging digital payment schemes popular in Lafayette (e.g., PayPal, Venmo) will be incorporated. The solution will support multiple communications channels (e.g., in person, online, phone), be seamlessly integrated into existing processes that require payments, connect with LCG financial systems as applicable, and be payment card industry (PCI) compliant.	
Benefits/Beneficiaries: Greater convenience for Lafayette citizens; higher on-time payment rates for LCG services, fines, etc.	**Lead Agency:** IS&T

Technology Platforms initiatives

Initiative Name: Internal Data Lake	**Reference Model Area:** Technology Platforms
Description: A centralized, secure platform pooling data from across LCG systems that provides a shared data repository for conducting LCG business more efficiently. While LCG pursues more permanent systems to replace current tools (e.g., Lawson ERP for Finance), the data lake would create an environment in which data from multiple LCG systems could be more easily collected, curated, and used for decision-making.	
Benefits/Beneficiaries: A shared data platform for all of LCG for more efficient operations and informed decision-making	**Lead Agency:** IS&T

Initiative Name: LCG Knowledge Management	**Reference Model Area:** Technology Platforms
Description: A digital Knowledge Management system that could collect, store, locate, retrieve, and capture explicit knowledge (e.g., data, records), as well as implicit knowledge (e.g., lessons learned, best practices) from more experienced LCG staff. The system would ensure that knowledge is not lost as experienced employees leave the LCG service. The system could help optimize succession planning across all LCG departments.	
Benefits/Beneficiaries: Preserved institutional knowledge; accelerated onboarding/training of new staff; improved staff performance	**Lead Agency:** IS&T; Human Resources (with involvement of subject matter experts from all departments)

Human Capital initiatives

Initiative Name: Chief Information Security Officer	**Reference Model Area:** Human Capital
Description: Many of the proposed new Lafayette Smart City initiatives (e.g., digital payments platform, mental health database, e-Residency program) require raising the bar on cybersecurity. Standing up a full-time Chief Information Security Officer (CISO) is an essential step. The CISO is responsible for establishing and maintaining the enterprise vision, strategy, and program to ensure all information assets (e.g., data, applications, systems) are adequately protected against cyber threats.	
Benefits/Beneficiaries: Focused effort on recruiting a CISO that would drive IS reforms across LCG	**Lead Agency:** IS&T; Mayor-President

Initiative Name: Chief Technology Officer	**Reference Model Area:** Human Capital
Description: The main role of the new Chief Technology Officer (CTO) will be to create and maintain a clear vision for how Lafayette uses all potential digital-age technologies to become a Smart City. The CTO would also design and build governance mechanisms to manage the entire portfolio of Lafayette's Smart City initiatives. The CTO would not focus on operations and sustainment of existing IT systems.	
Benefits/Beneficiaries: Clarity of direction and purpose for all stakeholders of the Smart City program	**Lead Agency:** IS&T; Mayor-President

Human Capital initiatives

Initiative Name: Chief Data & Analytics Officer	**Reference Model Area:** Human Capital
Description: Many new Smart City initiatives (e.g., Open Data, Interactive Maps, Data Lake, Traffic Improvement, Digital Flood Sensing & Mapping) involve new types of data and new forms of analytics (e.g., Artificial Intelligence, Predictive Analytics). A new Chief Data & Analytics Officer (CDAO) experienced with building data science teams that can work with these resources, and drive real impact (not just interesting pilots), is needed.	
Benefits/Beneficiaries: Building a high functioning data science team that can support multiple Smart City initiatives	**Lead Agency:** IS&T; Mayor-President

Initiative Name: Data Science Center of Excellence	**Reference Model Area:** Human Capital
Description: Data science is a critical enabler for many Smart City initiatives (e.g., Interactive Maps, Data Lake, Traffic Improvement, Digital Flood Sensing & Mapping). The central IS&T staff, local IT support in other departments, and technical staff across LCG are committed to other efforts and not able to focus on data science. A small 3-4 person team created by reassigning talented staff full time, or hiring new staff, would provide the resources needed to ensure the initiatives succeed.	
Benefits/Beneficiaries: A capable data science team that includes new hires and current staff that are trained up and dedicated to the team	**Lead Agency:** IS&T; Mayor-President

Government Performance initiatives

Initiative Name: Impact Measurement	**Reference Model Area:** Government Performance
Description: Quantify the impact that various LCG services have on citizens' lives. Develop an LCG-wide taxonomy of all services to identify relevant measures of impact. Identify existing mechanisms to collect/store feedback, and analyze the data to discern which services have the most impact and how well they are performed. One example is the CREATE ROI Calculator which can be used to forecast potential profitability of cultural programming.	
Benefits/Beneficiaries: Having quantitative data about the impact of government services to use in planning and to share with citizens	**Lead Agency:** Mayor-President

Initiative Name: Win Wire	**Reference Model Area:** Government Performance
Description: Use new impact measurement data to highlight positive LCG impacts across the parish. Positive stories would be shared with LCG staff as well as citizens. Stories should be posted on the LCG website and sent as a 'Win-Wire' to citizens who have opted into a program to get these messages in their preferred channels (i.e., text, email, Twitter). Sharing this data should build an appreciation for LCG efforts, and may also inspire volunteerism across the parish.	
Benefits/Beneficiaries: Broader recognition of the value that LCG services provide; building a sense of community	**Lead Agency:** Mayor-President