

## 1 DIGITAL INCLUSION

1. Develop a City-wide digital inclusion policy aimed at bridging Kansas City's digital divide.
2. Develop City-wide digital strategies to increase public access to free Wi-Fi, and to manage public infrastructure.
3. Improve approaches to technology procurement with a focus on digital literacy, professional skills, communications, operations and delivery of services.



## 2 OPEN GOVERNMENT

1. Make data more accessible to residents.
2. Develop strategies and supporting policies to identify and provide data that is most valuable to the community.
3. Enhance operations by ensuring timely delivery of data and internal collaboration.



## 3 ENGAGEMENT

1. Build on the initial success of 311 and other digital engagement platforms.
2. Enhance mobile accessibility of digital services and information.
3. Focus on implementing best practices and support feedback from the community.



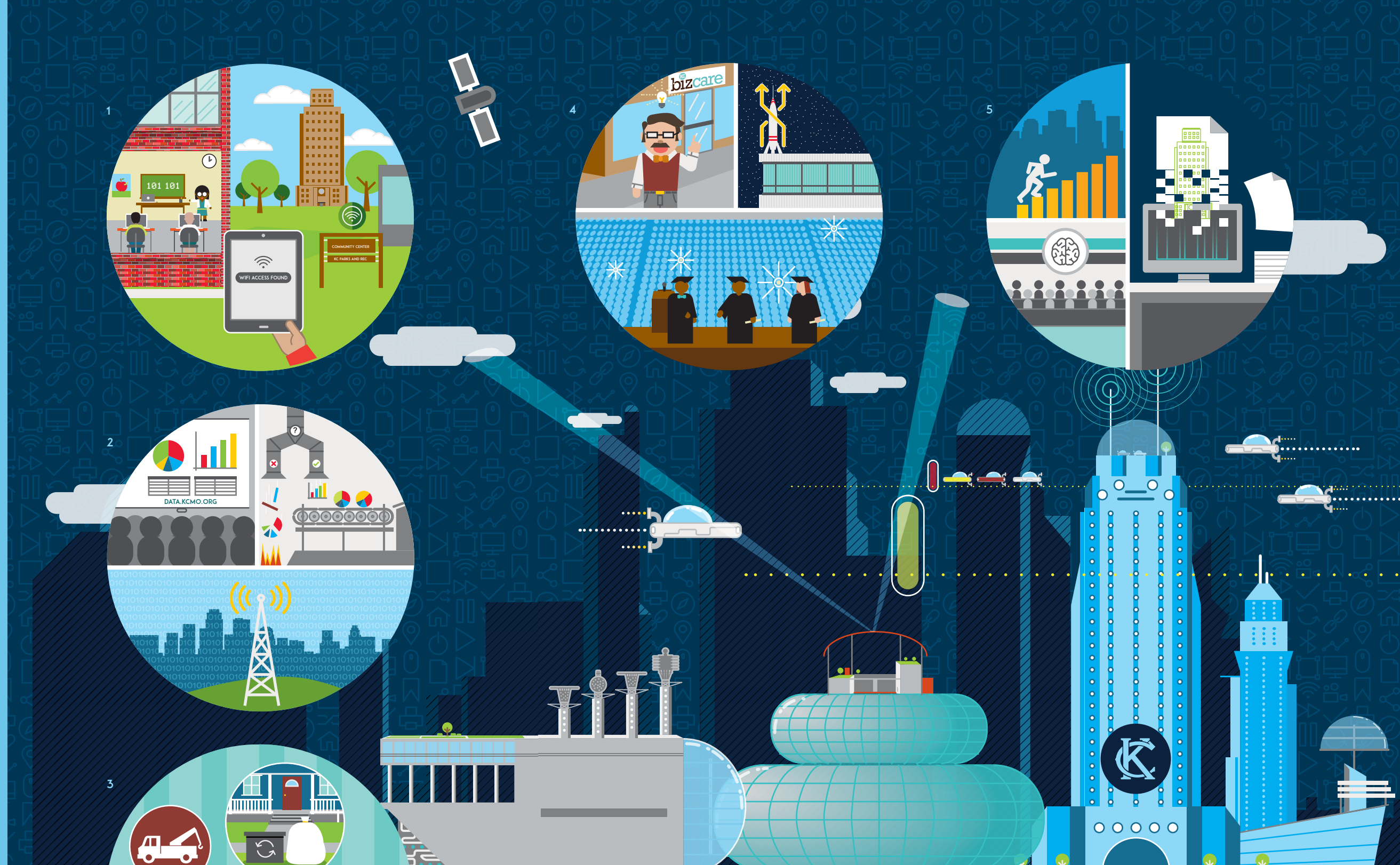
## 4 INDUSTRY

1. Support technology startup infrastructure.
2. Foster sustainable partnerships with regional academic institutions.
3. Create a smart city living lab to enable entrepreneurs to test ideas in Kansas City.



## 5 SMART CITY

1. Establish a Smart City advisory structure to benchmark and measure the success of Kansas City's Smart City infrastructure investment.
2. Leverage data and analytics to drive performance management, and explore the potential of predictive modeling in order to work smarter.
3. Embrace a paperless City Hall by developing a priority list of digitizing processes.



# KC DIGITAL ROADMAP

# OVERVIEW

## KANSAS CITY

Kansas City's spirit is growing by the gigabit. Known for both our Midwest hospitality and gritty "Show Me" determination, our essence embodies a rich heritage of entrepreneurship and a vibrant creative culture.

We are nationally recognized as a hub for civic innovation and a top destination for tourists, families, businesses, and millennials. Undeniably, Kansas City is a thought leader. Kansas City is paving the way on many fronts, and we are poised to accelerate our progress by laying the foundation for future achievements. Our leadership is demonstrated by Downtown's ongoing renaissance, the construction of a modern streetcar system, a rapidly evolving arts scene, precedent-setting green infrastructure investments, and ground-breaking smart city technologies which are igniting a passion and a purpose in our City.

## YOU ARE HERE.

Kansas City's technology initiatives are a catalyst for connecting communities and fostering economic development. In 2011, Google Fiber named Kansas City as the first metropolitan area to build its gigabit network. By 2014, the U.S. Department of Labor had recognized Kansas City as a growing technology base by funding training to help residents compete in the workforce of the future. This same year, Kansas City was lauded as a promising tech hub by Tech.com.

These achievements illustrate Kansas City's promising digital future. Our economic engine is fueled by high-touch and high-tech employers, a growing IT workforce, prominent investors, and advanced digital resources. Kansas City's digital journey is underway, and the path ahead is boundless.

# KANSAS CITY'S DIGITAL INVENTORY

Kansas City's digital landscape is vibrant and expansive. In 2014, Kansas City was recognized by The Republic's Center for Digital Government (The Center) as a top-ranked digital city. In the Center's Digital City Survey, Kansas City placed second to the City of Los Angeles in the 250,000+ population category.

This national recognition mirrors the sentiment of Kansas City's residents who have responded positively to the City's digital communications. Since 2005, residents have reported an 8.3 percent increase in satisfaction with the City Website, which recently earned the 2014 Pinnacle Award from the National Association of Government

Webmasters. Additionally, as a result of improved digital communications, residents have reported a 21.4 percent increase in satisfaction with City programs and services.

Kansas City's digital inventory is expansive, and incorporates a variety of resources which have stemmed from innovative ideas across our City Departments. The following initiatives comprise our digital inventory, and provide a quick-reference to some of the many tools and resources available. The Digital Inventory will continue to be updated as additional resources are available or expanded.

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Friends,

Welcome to Kansas City's Digital Roadmap! The in-depth blueprint before you contains a year's worth of big ideas, cross-department collaboration, and very, very hard work.

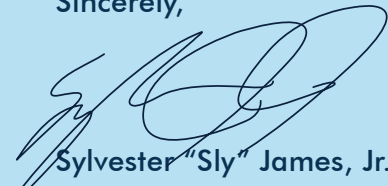
As you pore over these pages, you'll uncover Kansas City's bold plan for our digital future, including ways to collect and analyze data, leverage resources across all City departments, and share information - all for the advancement of our fine City. These tactics will allow for our City government to become leaner and more efficient.

Externally, this plan will enhance our ability to work towards closing the digital divide in our City, as well as strengthen and promote our City's digital industry. This plan positions Kansas City as a leader in creating better opportunity for citizens through both access and support of a vibrant tech sector.

This living document, intended to bend and grow as we reach our goals and implement new strategies, is the first of its kind in Kansas City and truly sets us apart as a catalyst for innovation.

I hope you'll take the time to become familiar with what we've mapped out to achieve. I thank you for your interest in building out our City's potential as a center for technological advancement.

Sincerely,



Sylvester "Sly" James, Jr.  
Mayor

KC DIGITAL ROADMAP

# KANSAS CITY'S DIGITAL ROADMAP



The Digital Roadmap is a blueprint for technology in Kansas City. The Roadmap provides a snapshot of current City efforts, and outlines bold plans for our digital future. The Roadmap will drive innovation and growth while serving as a means for connecting people and leveraging resources throughout Kansas City.

## OUR APPROACH

The Digital Roadmap is the culmination of a multi-department City collaboration convened by the Office of Innovation, bringing together civic leaders to draft a vision for our digital future. With the additional support of the Mayor's Challenge Cabinet and Bloomberg Associates, the Digital Roadmap aligns with the City-wide business plan to employ innovative strategies for the advancement of business, education, community, and culture in Kansas City.

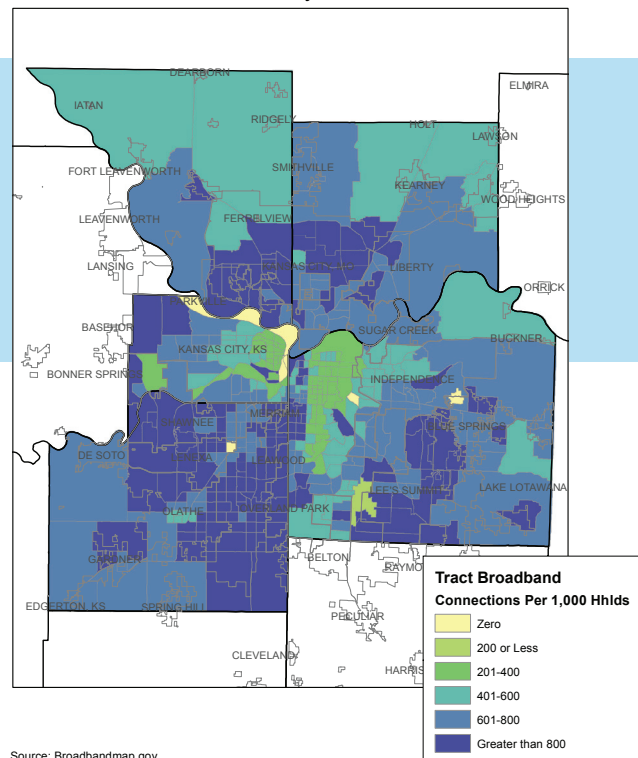
The following highlights the preliminary goals of the Digital Roadmap to be measured and reported throughout the year. As a living document, this is intended to be updated and expanded as we continue to evolve and progress as a leading digital city.

# DIGITAL INCLUSION

Kansas City recognizes that digital inclusion is an issue of social equity and maximizing access to technology is a moral imperative in an increasingly digital age. The City is committed to increasing public access to the Internet, providing new resources and opportunities to all residents, and supports strategic investments in the critical infrastructure necessary for universal public Wi-Fi coverage. The City will:

1. Develop a Citywide digital inclusion policy aimed at bridging Kansas City's digital divide.
2. Develop a comprehensive strategy to increase public access to free Wi-Fi and/or broadband.
3. Improve technology procurement processes and workforce development training with a focus on digital literacy, professional skills, communications, operations and delivery of services.

Residential Fixed High Speed Connections per 1,000 Households (BTOP/BIP Definition) by Census Tract  
Kansas City MSA



Source: Broadbandmap.gov

There are free public Wi-Fi locations across the metropolitan area, including City buildings, community centers, and libraries. Partnerships with Internet Service Providers such as Google Fiber are helping to bridge the digital divide through high speed broadband community connections, funding for digital literacy programs and access to equipment. The City must continue to leverage public investment and private development in order to optimize access to the internet.



Kansas City's technology industry is poised for growth. The City is fostering this growth by expanding the number of City services and resources provided digitally. Improving the City's procurement processes for technology will leverage existing resources across City Departments, which will in turn foster a competitive market for local tech companies to provide support services.

# OPEN GOVERNMENT



Kansas City is committed to ensuring equal access to City services, enabling innovation, and increasing transparency and efficiency to improve the quality of life for all residents. The City will:

1. Make critical data more accessible to residents.
2. Develop strategies and supportive policies to identify and provide data that is most valuable to the community.
3. Enhance operations by implementing best practice standards for data collection, sharing, analysis, and inter-departmental collaboration.

Name	Popularity	Type
1. KCMOPS311 Data Updated daily	2,612 views	📄
2. Current Line Item Budget includes prior years	4,464 views	📄
3. Adopted Activity Budget FY15 PDF Budget budget	2,330 views	📄
4. Midtown Heat Map This is the most current information as of the date of upload. This provides the user the ability to view t	1,770 views	📍
5. KCPD Open 311 Cases Updated daily	510 views	📄
6. 311 Cases Closed July 2013 Map Updated daily	230 views	📍
7. Parks & Rec Open 311 Updated daily	204 views	📄
8. Graffiti requests before 2013 Updated daily	171 views	📄
9. 311 Closed in 2013 by Request Type on Time Updated daily	105 views	📄

## DATA.KCMO.ORG

The City launched its Open Data Catalog in January 2013 at [data.kcmo.org](http://data.kcmo.org). The catalog provides residents with raw City data such as annual budgets, crime stats, traffic counts and 311 service requests. This data has been used to develop smart phone apps that assist neighborhoods, to analyze major challenges facing our city infrastructure, and to illustrate some of the great grassroots work underway in Kansas City.

In 2015, the Mayor's Challenge Cabinet aims to further leverage this resource by creating a data dictionary and visualization standards to

aid residents in finding and understanding the information contained in the Open Data Catalog.

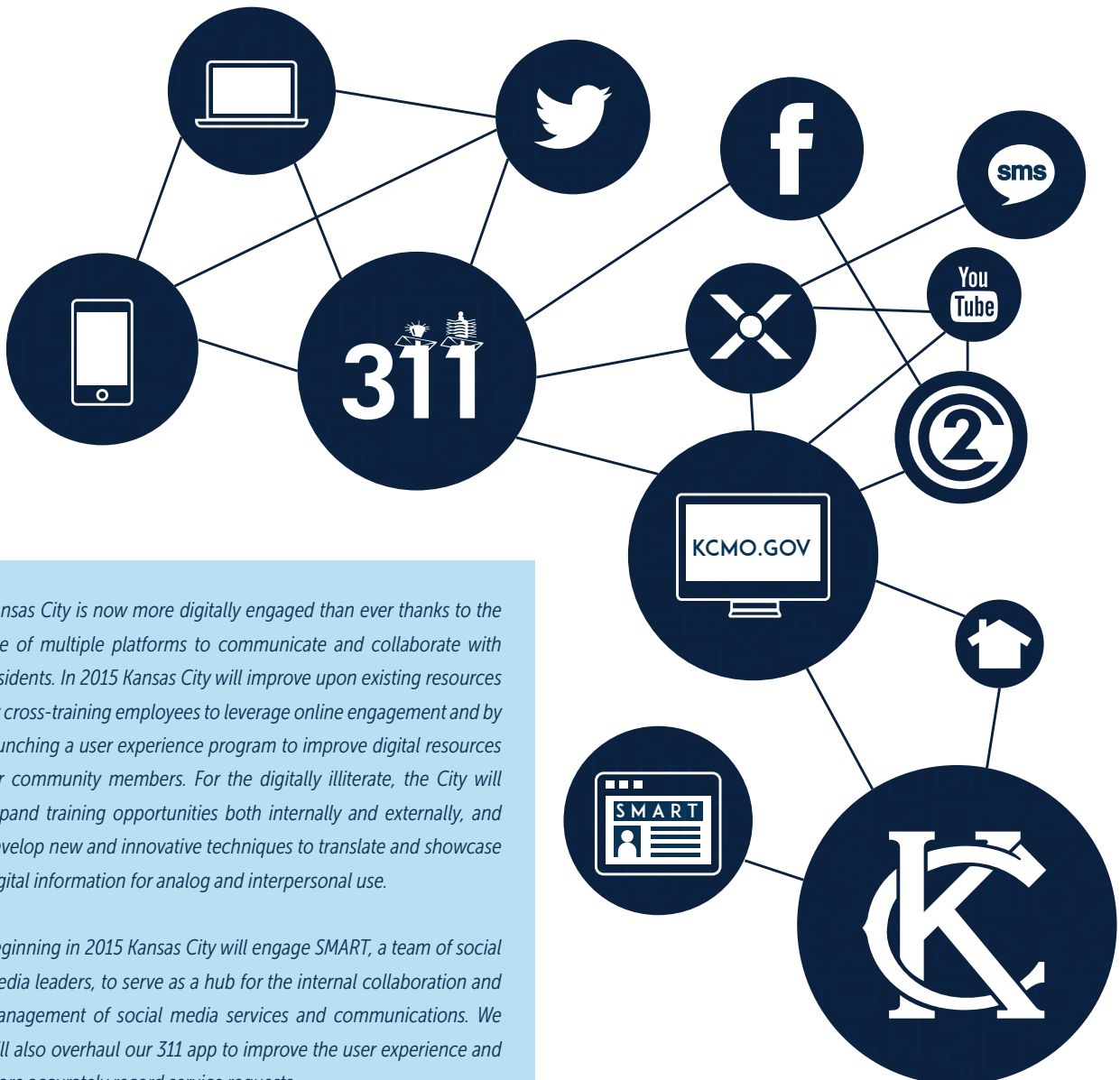
The open data catalog is powered by Socrata, a data analysis and visualization company. The City is currently partnering with Socrata to launch two additional applications: Open Budget and Open Expenditure. These two tools will make it easier for the community to navigate our annual budget and provides check-level detail for all government expenditures, respectively.

# ENGAGEMENT



Kansas City will improve existing digital tools such as kcmo.gov and 311 to streamline services and enable citizen-centric, collaborative, and participatory government. Additionally, the City will expand social media engagement, implement new internal coordination measures, and continue to identify and create new and exciting ways to solicit community input. The City will:

1. Build on the initial success of 311 and other digital engagement platforms to better integrate and streamline service delivery and citizen inputs.
2. Enhance mobile accessibility of digital services and information.
3. Focus on implementing best practices and support community engagement.



*Kansas City is now more digitally engaged than ever thanks to the use of multiple platforms to communicate and collaborate with residents. In 2015 Kansas City will improve upon existing resources by cross-training employees to leverage online engagement and by launching a user experience program to improve digital resources for community members. For the digitally illiterate, the City will expand training opportunities both internally and externally, and develop new and innovative techniques to translate and showcase digital information for analog and interpersonal use.*

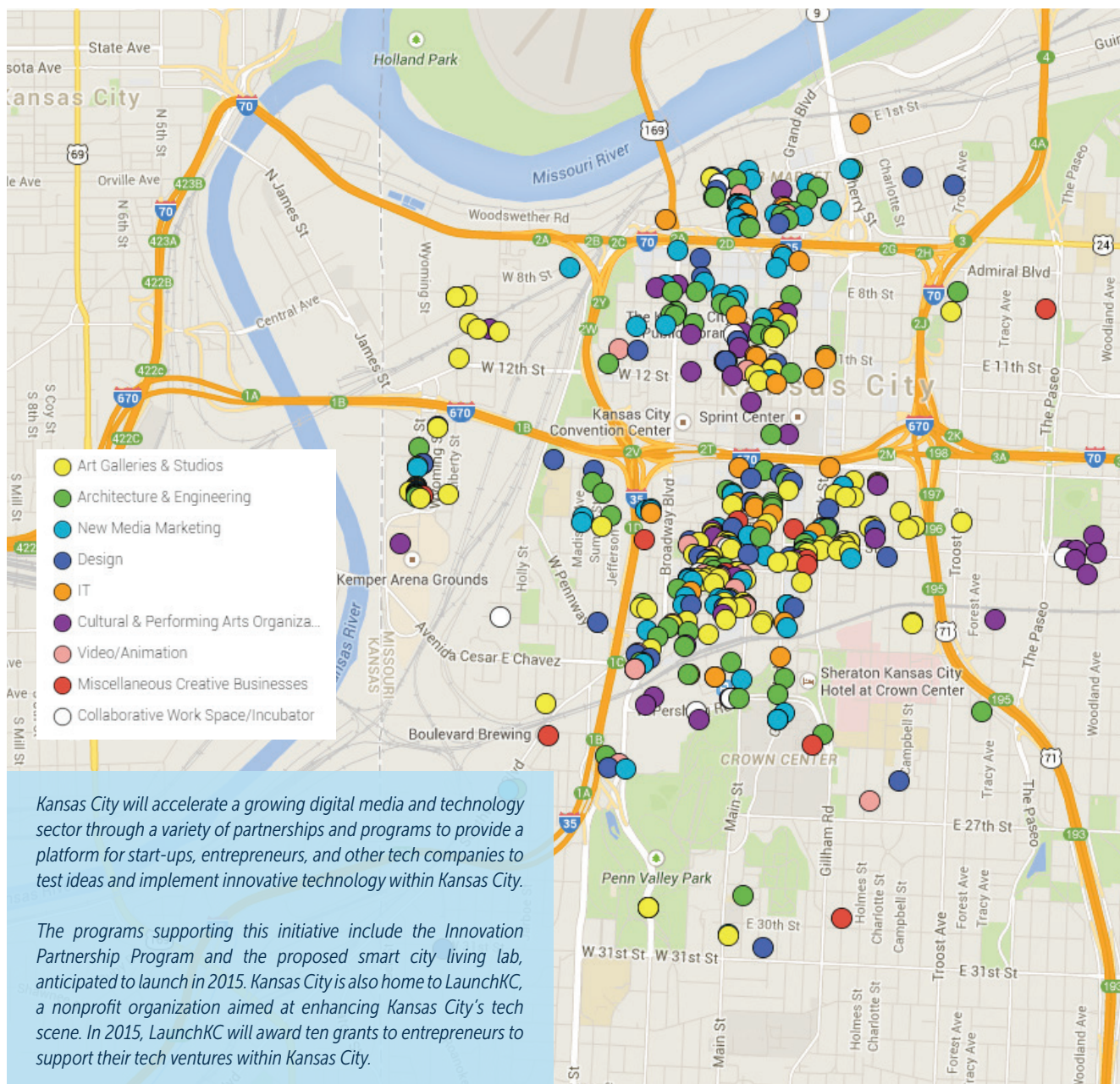
*Beginning in 2015 Kansas City will engage SMART, a team of social media leaders, to serve as a hub for the internal collaboration and management of social media services and communications. We will also overhaul our 311 app to improve the user experience and more accurately record service requests.*

# INDUSTRY



Kansas City is committed to supporting a vibrant digital media and technology sector. These efforts, led by the Kansas City Economic Development Corporation and Office of Innovation, will continue to support a growing technology industry in Kansas City. The City will:

1. Support technology startup infrastructure.
2. Foster sustainable partnerships with regional academic institutions.
3. Create a smart city living lab to enable entrepreneurs to test new ideas, services and businesses with, by, and for the benefit of Kansas City.



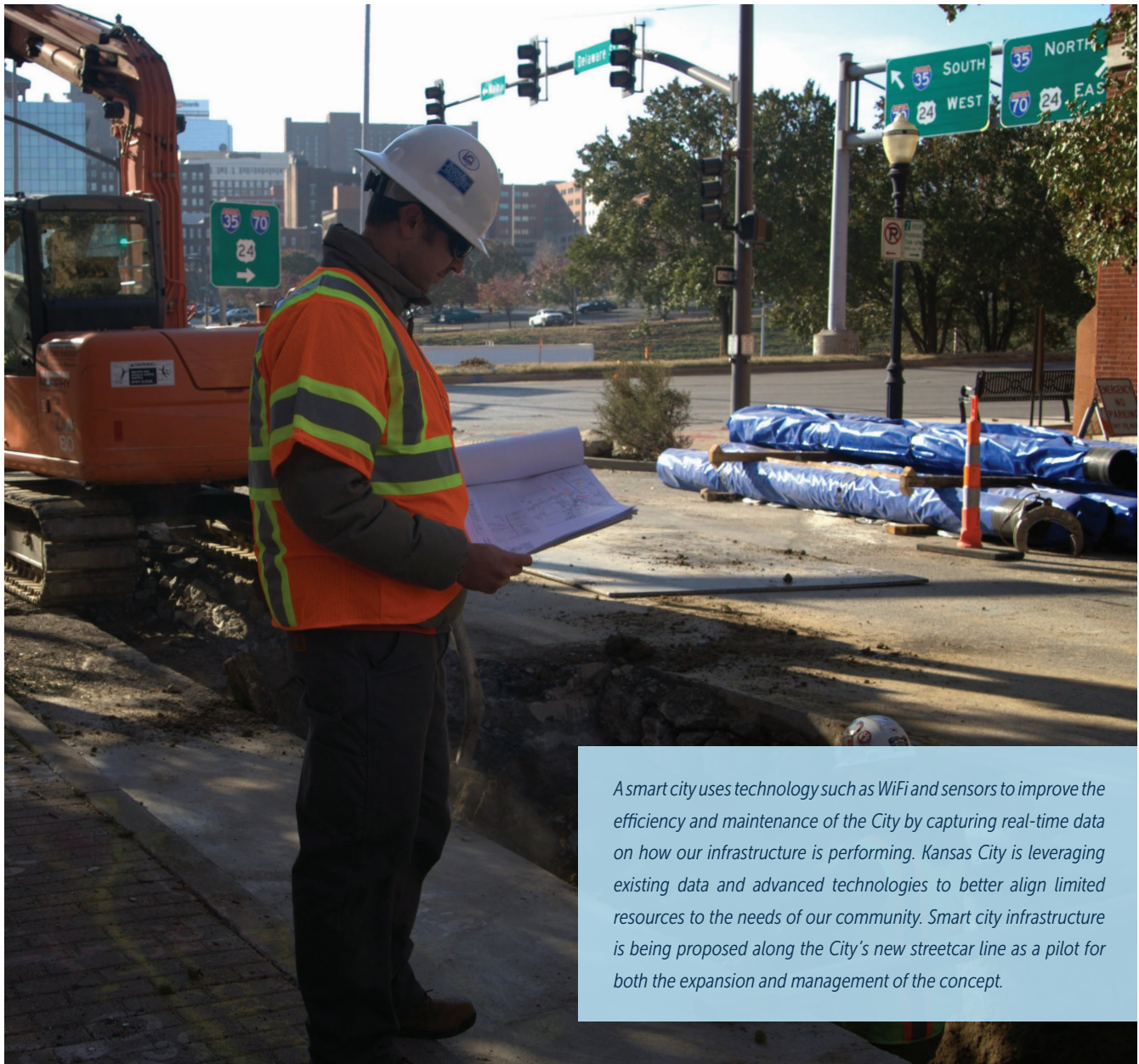


# SMART CITY

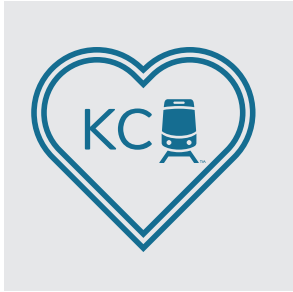


Kansas City is committed to evolving into a smart city through the use of technology to optimize operational efficiencies, manage City services, and improve citizen engagement. The City will:

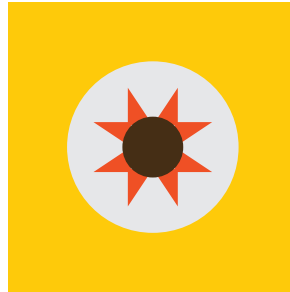
1. Establish an advisory structure to benchmark and measure the success of Kansas City's smart city infrastructure investment.
2. Leverage data and analytics to drive performance management, and explore the potential of predictive modeling in order to work smarter.
3. Create a paperless City Hall by developing a priority list of digitizing processes.



*A smart city uses technology such as WiFi and sensors to improve the efficiency and maintenance of the City by capturing real-time data on how our infrastructure is performing. Kansas City is leveraging existing data and advanced technologies to better align limited resources to the needs of our community. Smart city infrastructure is being proposed along the City's new streetcar line as a pilot for both the expansion and management of the concept.*



# MAKING THE LIST



Kansas City's innovation and entrepreneurship efforts are in the spotlight with outstanding mentions in many recent national lists and articles.

In 2015, Kansas City was ranked in the top five best cities globally for entrepreneurship, according to the Global Entrepreneurship Congress' Cities Challenge. The congress examined more than fifty up-and-coming metropolitan "areas that are rapidly boosting entrepreneurship, attracting talent, and leveraging public assets."

A New York Times report on Millennials Going to Kansas City, to Live and Work cites the influence of the streetcar starter line in attracting hundreds of millions of dollars of new residential and retail projects downtown. "Over the last decade, Kansas City's urban core has become known as a cool place to live," the article says.

According to a Delta Sky magazine article, Power in the Heartland, Kansas City is entering a new era, bolstered by growth across a range of industries and an urban revitalization that blends innovation and Midwestern can-do character.

The City of Kansas City, Missouri's website won an award from the National Association of Government Webmasters as the best mid-sized City website in the country. It is also the nation's largest open source municipal website.

KCMO RESIDENTS

# 467,007

**390**  
THOUSAND  
311 CALLS PER YEAR

HIGHEST VOLUME  
IN A SINGLE DAY  
JULY 7, 2014  
**3K**

YEARLY VISITORS TO KCMO.GOV

# 5,000,000+



# 35.8k

FOLLOWERS @KCMO

# KANSAS CITY'S DIGITAL INVENTORY

## 311

Kansas City's 311 service acts on a variety of City-wide needs and concerns. Residents can report issues in person, or by using electronic tablets at local libraries. Residents may also reach 311 representatives by phone, email, website, Twitter, or smart phone app. 311 is currently utilizing HootSuite software to manage requests and to coordinate internal completion of tasks.

## CITY APPS, ONLINE AND SELF-SERVICE CITY SERVICES

Kansas City is committed to making services more accessible by engaging with residents online. As a result, the City has implemented a number of online resources to make it easier for residents to reach City officials, obtain information, and do business.

Kansas City's online resources include: airport parking facilities, Municipal Court ticketing services, Parks & Recreation resources, Water Services payment and service options, Snow Plow GPS tracking, and Financial and Business services through QuickTax, KCBizCare and LandBank.

In addition to these services, Kansas City has utilized technology to attain a greater level of sustainability. These efforts include monitoring systems that operate solar panels and wind turbines, strategically map infrastructure improvements, and regulate electronic usage to conserve energy resources.

## CROWDSOURCING

Kansas City is actively engaging with residents to shape the future of our City. Kansas City solicits feedback from residents through resources such as KCMOMentum, the Dead Letter Office for ordinance 'clean up', multiple Mayoral Task Forces, social media and the City's Website. Collaboration with residents has helped make Kansas City more business-friendly, improved Kansas City's culture of art, and provided Kansas City with important feedback that has helped shape the decisions driving Kansas City.

## DIGITAL ACCESS

Kansas City has expanded digital access by offering free Wi-Fi services in libraries, civic buildings, and recreation centers. These efforts are further promoted through engagement with partners such as Code for America, KC Digital Drive, Next Century Cities, and the National League of Cities.

## KCGG—CHANNEL 2

Kansas City's government access channel transitioned to High-Definition (HD) content in October of 2013. The transition to HD also brought fresh changes to programming, which included enhanced graphics, new segments and original content provided by residents. The station has also enhanced remote video capabilities to provide more on-site event coverage and to strengthen the City's response from the Emergency Operations Center during crisis situations.

## KCMO.GOV

The newly redesigned website represents the nation's largest municipal open source WordPress site and is integrated with Open Data and Google search capabilities.

## OPEN GOVERNMENT & MUNICIPAL INTEGRITY

In 2014 the City enacted an Open Data Ordinance and hired an Open Data Coordinator. Performance management functions have been implemented to enhance resident engagement, accountability and transparency of City operations. These functions include internal audits, citizen satisfaction surveys, and KCStat reports on council priorities and public-facing dashboards. Performance management functions are open and available to residents via online tools and social media.

## KCMORE MAGAZINE

KCMOre is published twice each year. The magazine is available in print and online editions. Content is being expanded to include additional online features, such as video and sound clips.

## SOCIAL MEDIA

Kansas City employs a full-time social media manager to engage with residents online. This effort, in collaboration with other departmental efforts, has more than doubled the City's social media audience in the last year. In addition to utilizing traditional social media platforms, such as Facebook and Twitter, Kansas City is also engaging citizens through Nixle, a text notification system, and Nextdoor, a neighborhood social media network, at no cost to citizens.

## SUPPORTING ENTREPRENEURS

Kansas City is supporting entrepreneurialism in the technology industry through programs such as the Big Data Summit, Launch KC, and the Innovation Partnership Program. These programs provide developers and tech entrepreneurs the means and the forum for testing and promoting innovative ideas in Kansas City.