

## Spotlight on Alexandria | Innovation for better performance

### Overview

- ▶ City Manager: Mark B. Jinks
- ▶ Lead staff on innovation: Greg Useem
- ▶ Population of municipality: 160,035 (2017)
- ▶ Innovation/open data website: [www.alexandriava.gov/Performance](http://www.alexandriava.gov/Performance)

Alexandria has been leading several initiatives to promote performance and accountability of the municipality.

- **Performance Dashboard:** Annually, City departments report on how well their department is performing using key indicators. This information is used to track and evaluate performance.
- **Resident Survey:** The City conducts a survey of the residents to help the City Government know more about resident's expectations and level of satisfaction with public services.
- **Vision Zero:** Vision Zero is a multidisciplinary, multi-national traffic safety plan that aims to achieve a transportation system with no deaths and serious injuries by analysing historical crash data.
- **Data-Informed Fire Stations:** The City's fire station optimal location study with Geographic Information Systems (GIS) analysed the location of current and potential fire stations.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 56% of cities surveyed, Alexandria does not have an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Big picture re-thinking

Data analytics

### Approaches to innovation capacity

Alexandria approaches innovation capacity at the **departmental level**.

The **top two priority policy areas** for the city's innovation work include:

Policing and law enforcement

Transport / mobility

### Most common innovation activities

Alexandria's most common innovation activity is **promoting data-driven analytics**. Its innovation activities also include **engaging residents in new ways**; and **facilitating organisational change within the municipal administration**.



## Funding for innovation capacity

### Funding to support innovation capacity

Like 77% of cities surveyed, Alexandria has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Municipal budget**  
(city council approved funds/operating budget)

### Types of activities being funded

Among all cities surveyed, **launching or sustaining a project**, and **generating ideas & brainstorming** are the two most commonly funded activities among all cities surveyed.

Launching or sustaining a project

Idea generation & brainstorming

Investing in digital systems

Investing in physical infrastructure

Paying for services

## Organisational structure & staffing



As an independent team, Alexandria's innovation work is being done by a **team of two** led by the **Chief Performance Officer**.

Staff skills and profiles include:

- ✓ **Public policy analysts**

## Partnerships for innovation & data



Alexandria's Innovation work is internal to the city administration.

## Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve internal government operations**
- ✓ **Save costs and improve efficiency within the public sector**
- ✓ **Improve service delivery**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated funding**
- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from City Manager**