

Spotlight on Los Angeles | Renovating the government

Overview

- ▶ Mayor: Eric Garcetti
- ▶ Lead staff on innovation: Amanda Daflos
- ▶ Population of municipality: 3.99 million (2017)
- ▶ Innovation/open data website: <http://losangelesinnovates.com>
<http://lamayor.org>
<http://data.lacity.org/>

Los Angeles is very advanced when it comes to the use of data in LA. The strong leadership commitment coming from the Mayor plays a key role as he has been a strong promoter of innovation and his office is at the forefront of driving creative programs and responses in the city. There is a Data Team, an Innovation Team (i-team), a Procurement Team, among others. Other departments are starting to add innovation teams to their existing structures. **An example of a good practice is the development of the Pledge to Patrol program by the i-team**, allowing the Police Department to launch a paid apprenticeship program for young people who are interested in a career in the LAPD by leveraging data on performance, success rates and progress.

Vision and approach to innovation capacity

The city's innovation strategy

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

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

Big picture re-thinking

Problem solving & project delivery

Approaches to innovation capacity

Similar to over one-third of cities surveyed, Los Angeles approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

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

Policing and law enforcement

Housing

Future of work

Most common innovation activities

Los Angeles's most common innovation activities are **taking risks and testing new ideas, facilitating data-driven analytics and developing new solutions based on digital technologies**. Its innovation activities also include **engaging residents in new ways** and **facilitating organisational change within the municipal administration**.



Funding for innovation capacity	
<p>Funding to support innovation capacity</p> <p>Like 77% of cities surveyed, Los Angeles has dedicated funding to support innovation capacity, which originates from the following sources:</p> <ul style="list-style-type: none"> ✓ Municipal budget (operating budget) 	<p>Types of activities being funded</p> <p>Los Angeles's funding for innovation capacity is generally directed towards launching or sustaining a project, and generating ideas & brainstorming. These are the two most commonly funded activities among all cities surveyed.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; background-color: #0056b3; color: white; text-align: center; width: 20%;"> <p>Launching or sustaining a project</p> </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; background-color: #0056b3; color: white; text-align: center; width: 20%;"> <p>Idea generation & brainstorming</p> </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0; text-align: center; width: 20%;"> <p>Investing in digital systems</p> </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0; text-align: center; width: 20%;"> <p>Investing in physical infrastructure</p> </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0; text-align: center; width: 20%;"> <p>Paying for services</p> </div> </div>

Organisational structure & staffing	Partnerships for innovation & data
 <p>Situated in the Mayor's office, Los Angeles's dedicated team for innovation consists of 12 staff.</p> <p>Staff skills and profiles include:</p> <ul style="list-style-type: none"> ✓ Project manager ✓ Data scientist ✓ Designer ✓ Engineer ✓ Communication officer ✓ Community engagement staff 	 <p>Los Angeles has developed partnerships to promote its innovation capacity with other public agencies, private firms, and not-for-profit organisations.</p> <p>To improve data use, the city has also developed data partnerships with the private sector, academia, think tanks, and philanthropy to collect and analyse data, as well as with other cities.</p>

Measuring outcomes	
<p>Policy areas that benefit from sufficient data, or lack sufficient data, to support innovation capacity in the city:</p> <div style="display: grid; grid-template-columns: repeat(5, 1fr); gap: 10px; margin-top: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Transport / mobility</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Economic development</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Housing & built environment</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Policing & law enforcement</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Health</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Water</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Waste and sewage</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Labour markets & skills</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Environment & climate change</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Education</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Culture</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Social inclusion, equity</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Public works</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Tourism</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;">Digital governance</div> </div> <p><i>NB: No response provided by the city for the policy areas in grey.</i></p>	<p>Innovation is helping the city to:</p> <ul style="list-style-type: none"> ✓ Improve internal operations ✓ Improve service delivery ✓ Generate new sources of revenue in city ✓ Engage residents & other stakeholders <p>The most critical success factors in supporting the city's innovation work:</p> <ul style="list-style-type: none"> ✓ Dedicated funding ✓ Focus on measurement ✓ Dedicated innovation team ✓ Leadership from Mayor ✓ Culture of innovation in city