

## Overview

- ▶ Mayor: London Breed
- ▶ Lead staff on innovation: Krista Canellakis
- ▶ Population of municipality: 870,887 (2016)
- ▶ Innovation/open data website: <https://datasf.org/opendata/>

## Spotlight on San Francisco | Innovation Fellowship

San Francisco's innovation team works primarily in facilitating partnerships between City Departments and public-private partnerships. The team consists of a **Chief Innovation Officer**, a **director of partnerships**, and **two innovation fellows**. The City use the fellowship programme to **bring in talented staff** who are new to government but can **bring specific skillsets for the programmes of each year**. Many of the fellows go on to work in other roles for the City after this one-year programme.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 44% of cities surveyed, San Francisco has an **explicit innovation strategy**.

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

Human-centred design

Capacity expansion through partnerships

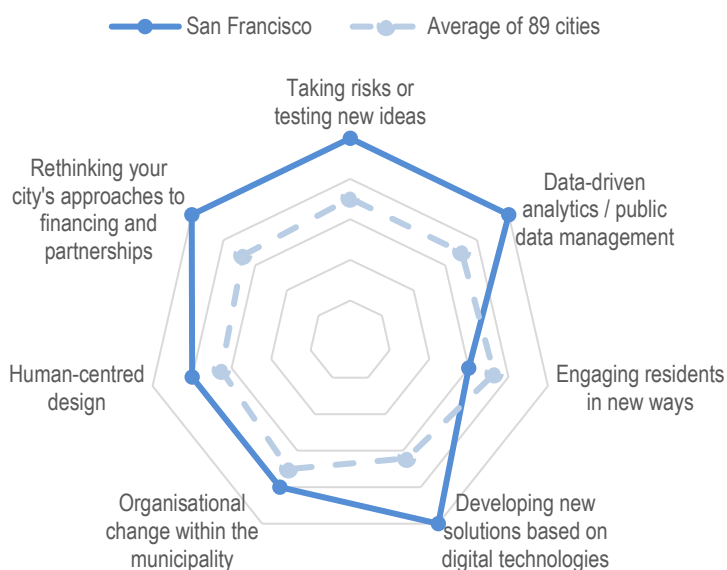
### Approaches to innovation capacity

Similar to 24% of cities surveyed, San Francisco approaches innovation capacity from a **holistic/macro level**.

The city **does not prioritise policy sectors** for its innovation work.

### Most common innovation activities

San Francisco's most common innovation activities are **taking risks and testing new ideas; promoting data-driven analytics; developing new solutions based on digital technologies; and rethinking the city's approach to financing and partnerships**. Its innovation activities also often include **facilitating organisational change within the municipality and human-centred design**.



## Funding for innovation capacity

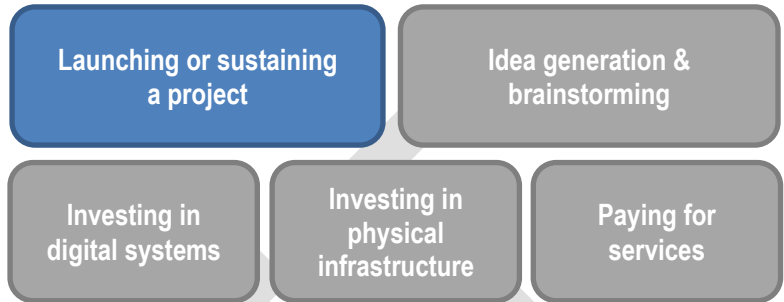
### Funding to support innovation capacity

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

- ✓ **Higher levels of government** (national government budgets)
- ✓ **Municipal budget** (operating budget)
- ✓ **Non-financial resources** (staff on loan)

### Types of activities being funded

San Francisco's funding for innovation capacity is generally directed towards **launching or sustaining a project**, which is one of the two most commonly funded activities among all cities surveyed.



## Organisational structure & staffing



As independent teams, San Francisco has one team of **3 staff led by Chief Innovation Officer** and another team of **4 staff led by Chief Data Officer**.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Designer**

## Partnerships for innovation & data



**San Francisco** has developed partnerships to promote its innovation capacity with **other public agencies, private firms, and not-for-profit organisations**.

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**.

## 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**
- ✓ **Improve service delivery**
- ✓ **Save costs and gain efficiency within the public sector**

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

- ✓ **Dedicated funding**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**
- ✓ **Engagement with partners**