CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 12, 2015

To: The Mayor
           The Council

From: Todd Sargent, President
           Innovation and Performance Commission

Subject: **INNOVATION FUND RECOMMENDATIONS AND QUARTERLY REPORT**

Since its inception, the Innovation and Performance Commission (Commission) has received over 300 Innovation Fund idea submissions from a wide variety of City departments. City employees, on all levels, have been responsive and enthusiastic about the Innovation Fund and the impact their submission may have within the City. With the support of the newly hired Project Coordinator, the Commission can better filter, review, and recommend funding for submissions that have undergone extensive vetting and will provide the City and its residents the maximum return on investment. Submissions are now being fleshed out in advance so that the Commission can make a recommendation on a detailed concept that outlines the purpose, structure, implementation, cost, and potential return-on-investment. This process takes time and involves coordination and participation from CAO analysts, City departments, Project Coordinator, the Commission, City Council and the Mayor. The Commission will only recommend submissions that have a clear purpose, budget, and implementation plan.

In April 2015, the Mayor and City Council awarded $450,000 of Innovation Fund (IF) monies to fund seven IF pilot programs aimed at increasing efficiency and decreasing the cost of service delivery for the City of Los Angeles. These are the first group of submissions to go through the concept-to-implementation IF cycle. The Commission will monitor the development, implementation, and facilitation of these pilot programs and will provide quarterly reports documenting how IF monies are spent, how much is remaining, and the return-on-investment for the City resulting from the IF pilot program funding. Due to the short timeframe between the approval & distribution of IF monies and the end of the 2014-15 fiscal year, many departments postponed their IF pilot program implementations until the 2015-16 fiscal year.

Throughout this process, the Commission has learned the breadth of information the Innovation, Technology, General Services and Audits Committee, City Council, and the Mayor need prior to submission funding approval. The Commission has refined its methods, and our Project Coordinator is working with CAO analysts and departments to gather as much upfront information as possible regarding budget, implementation, and sustainability plans of each concept. Our Commissioners are regularly meeting with General Managers of each city department to identify departmental needs and to provide guidance for the IF submission process.

The Commission would like to note that there are two vacant Commissioner positions waiting to be filled. It is our hope that those positions will be filled soon. In preparation for the two new incoming Commissioners, the Commission has formed an Ad hoc Rules and Regulations Committee to set up guidelines and procedures for Commissioners to abide by. These rules and regulations will be helpful for facilitating meetings and setting expectations of Commissioners. The Commission is also working with the CAO to develop assessment tools for departments to use to provide the Commission data regarding the pilot program's success.

At this time, the Commission is recommending that the Mayor and Council approve funding of the following ideas:

1. **Office of the Mayor Digital Services Unit - $150,000**

The Digital Services Unit (DSU) is a team comprised of three to four developers and designers whose focus is to identify and create problem solving digital solutions for key City services. This pilot is a fellowship program and will provide training and mentorship opportunities for the three to four DSU members. The pilot would run for four months in which the DSU would develop eight to 10 digital services. DSU will utilize a no-cost partnership with USC Innovation Lab to research citywide improvement opportunities. The implementation of the DSU will expedite City service delivery, increase user experience, save time, and decrease cost. This pilot will transcend how the City provides services to its residents.

> Funds were requested for the following:
> Personnel/The Mayor's Office: Three to four fellows paid a stipend of $25,000
> Technical Support: $30,000
> Other cost, disposables: $20,000
>
> IF Recommended Funding: $150,000

2. **Los Angeles Fire Department Rapid Response Vehicle** - $82,656

The Los Angeles Fire Department Rapid Response Vehicle (RRV) is a six month pilot program aimed at reducing the response times for emergency service in one of Los Angeles' busiest call-load regions. The RRV is a lite vehicle, staffed by two Firefighters/Paramedics, and is equipped with Advance Life Support (ALS) resources, plus hoses and water supply to respond to small structural fires. The RRV will be stationed out of Battalion 13, in Watts, and would be the first response to emergency calls in the region. The RRV will act as a roving unit within the battalion, which will allow it to reach emergencies quicker, and determine whether to upgrade or downgrade ambulances and fire services. This pilot program will improve time-critical interventions and will free up fire engines and ambulance resources to calls as-needed. The RRV pilot program will save money, time, and lives.

Funding of $82,856 is recommended as follows:
Two Firefighters/Paramedics: $56,160 (two positions at $58.50/hour X 12 hours/day X 40 days= 960 hours)
ALS Assessment supplies (one unit): $22,195.50/unit
Mobile Touch Device (one unit): $4,500/unit

IF Recommended Funding: $82,856

3. **Board of Public Works Median Design Competition** - $35,000

Due to the drought and budget cuts, many medians throughout Los Angeles are an urban blight. Neighborhood Councils confront many road blocks in attempts to beautify medians in their communities. The process of navigating through permits, requirements, and restrictions can be frustrating to these communities, which lead to prolonged improvements or overall abandonment of the beautification project. The Median Design Competition is a year-long pilot program that would develop a competition for landscape architects to design small and large scale median designs that will serve as a blue-print for communities looking to redesign their medians. The designs will include a pre-approved "kit of parts" that will incorporate the usage of materials that are City-approved for medians. The "kit of parts" removes a great deal of leg-work that is required by neighborhood councils to determine what materials and plans were available to them for median upgrades. The pilot will also streamline permitting process, which will expedite the median redesign approval process. The pilot will provide up to six median redesign grants to neighborhoods identified in the Great Streets Initiative. The pilot will also award a $5,000 grant to the landscape architect whose winning design was chosen.

Funding of $35,000 is recommended as follows:
Grant Award for Landscape Architect: $5,000
Grant Award for Neighborhood Councils for median redesigns: $30,000 (six grants at $5,000)

IF Recommended Funding: $35,000

Specific implementation and funding recommendations are contained in the corresponding report from the City Administrative Officer. The Commission will be reporting in about six months with an update on the implementation, any results, and associated status of these projects.

The implementation of these ideas - including complying with regulatory/legal issues and City purchasing rules - are the responsibility of the Department receiving funds. If the Departments find that the idea cannot be implemented for whatever reason, the IPC looks forward to hearing from these Departments on the obstacles they have faced and lessons they have learned. This information can be used to improve both the Innovation Fund program and the City. If a project cannot be implemented, the allocations will be reverted to the Innovation Fund for IPC to recommend for allocation to new ideas in the queue.

Attachment