FORM GEN. 160

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-01463-0166

Date: September 16, 2026

To: The Mayor
The Council

From: Jon Merritt, President
Innovation and Performance Commission

Subject: Innovation and Performance Commission 2024-25 Annual Report

At the August 12, 2026 meeting of the Innovation and Performance Commission (IPC), the Commission approved its 2024-25 Annual Report. This document is now transmitted for further consideration and action.

Attachment

JM:BLS: 17270001h

cc: Marqueece Harris-Dawson, Council President
Katy Yaroslavsky, Councilmember, 5th District - Budget and Finance Committee
Curren Price, Jr., Councilmember, 9th District - Government Efficiency, Innovation and Audits
Matt Hale, Deputy Mayor, Mayor's Office of Finance, Operations, and Innovation
Matt Szabo, City Administrative Officer

2024
2025

ANNUAL REPORT



THE INNOVATION FUND

INNOVATION & PERFORMANCE COMMISSION

INNOVATE

CITY OF L.A.



ABOUT US

The City of Los Angeles Innovation and Performance Commission (formerly, the Quality and Productivity Commission) is a 9-member appointed non-compensated commission dedicated to improving services delivered by the City of Los Angeles. We promote innovation in the delivery of city services through:

- The Innovation Fund, which funds pilot projects generated by City employees' ideas that will improve the way City departments deliver services, drive cost savings, or generate new revenue streams

We promote performance in our City departments through:

- Continuous review of City performance management programs to identify City operations where performance measures should be improved and provide recommendations for their improvement
- Monitoring the reporting of performance objectives, goals, and accomplishments
- In cooperation with the Mayor's Office and the City Council, development of the multi-year City-wide comprehensive performance plan, including the recommendation of annual goals for implementing performance improvement and measurement within the City.





MESSAGE FROM THE PRESIDENT



The 2024-2025 fiscal year presented extraordinary and interlocking challenges for the City of Los Angeles and its advisory bodies, including the Innovation and Performance Commission (IPC). In the first six months of the fiscal year, the IPC was working hard to continue to fulfill our mission: saving the City money through data-driven and carefully vetted initiatives, improving transparency and productivity, and making services better for all Angelenos. As the fiscal year progressed, a severe citywide budget shortfall required painful but necessary reductions across all departments, including a $500,000 reduction to the Commission's budget (which represented nearly 50% of our total annual funding), and temporarily pausing our approved and budgeted pilot projects.

These fiscal constraints were compounded by devastating wildfires that further strained City resources, as well as federal actions that introduced additional uncertainty and disruption for local governments nationwide. In that context, the Mayor's recommended budget reflected the difficult responsibility of balancing emergency response, public safety, and core City services, and included the potential total elimination of the Innovation and Performance Commission and the Mayor's Innovation Fund. These proposals arose from the depth of this fiscal crisis, and not from any lack of confidence in the Commission's work product or our mission.

In response, Commissioners leaned in with a shared commitment to stewardship and collaboration. As this fiscal outlook became more challenging, we temporarily pivoted from evaluating Innovation pilots to constructive engagement with Council offices and City leadership, sharing data and lessons learned to identify budget-conscious solutions that preserved the value of Innovation for the City.

As the calendar year began, the Commission's previously approved pilot projects faced uncertainty as part of the broader budget recommendations. Commissioners, our wonderful and dedicated project submitters and our tireless Executive Officer Bianca Swan proceeded to advocate for our approved FY24-25 pilots that remained consistent with available budget allocations, shepherding them through two Council committees, and ultimately to the full Council at the end of the fiscal year. Consistent with the Commission's long-standing vetting process and track record, Council approved seven of the FY24-25 pilot projects. Council also restored the Commission with a reduced budget for FY25-26.

As we enter FY25-26, we will continue to focus on our core goals for the Innovation Fund. In light of ongoing budget constraints, the Commission will welcome Innovation proposals that responsibly explore opportunities to enhance efficiency and, where appropriate, support revenue-generating strategies. This focus will be stressed in all of the Commission's outreach efforts, including, but not limited to, our citywide communications and broad engagement with our city family. One constructive and positive outcome of this period of fiscal uncertainty has been a strengthened and more collaborative working relationship and regular meetings between myself, the Mayor's Office, and Deputy Mayor Matt Hale's team.

Thanks again to our Innovation pilot submitters, our entire Commissioner team, and our incredibly dedicated City staff. We are also grateful for the leadership of Mayor Karen Bass and her administration during a year that required difficult decisions in service of Los Angeles' long-term resilience and fiscal health.

Jon Merritt, President
City of Los Angeles
Innovation and Performance Commission

OUR COMMISSION





Jon Merritt

Commission President



Mindy Serin

Commission Vice President



Dr. John T. Walker

Commission Vice President



Dr. Mara Cohen

Commissioner



Anthony Holland

Commissioner



Jerry Levey

Commissioner



John Parker

Commissioner



Almuhtada Smith

Commissioner



Rita Villa

Commissioner

INNOVATION FUND



The IPC's Innovation Fund (IF) was established in November of 2014. The IF is designed to provide one-time funds to ideas which can transform City services, or pilot projects which could be funded on an ongoing basis by City departments. The IF does not provide funds for ongoing departmental operations or to fill budgetary gaps.

The 2014 budget for the IF was set at $1.1 million, with $1 million allocated to funding ideas, and $100,000 allocated to staffing and administrative expenses in the CAO for exclusive support of the IPC and the IF. The IF budget has varied over the past several years. Any unspent funds at the end of a fiscal year remain in the Fund and are available to fund activities in the subsequent year.

The Innovation Fund Committee, a sub-committee of the IPC, reviews Innovation Fund idea submissions to advance them to the full IPC for a funding recommendation based on whether the ideas fit within the following criteria:

- Innovative and original;
- Support greater efficiencies;
- Emphasize priority outcomes and quality of life; and,
- Are feasible and measurable.

To date, the IPC has received over 600 IF idea submissions. Of those, over 70 have received funding across 22 City departments.

- NPRU
- 3D Printer
- Can I Park Here Now
- MyPayLA
- Inspection Drones
- One Stop Shop for City Workforce
- LAPD Online Reports
- Digital Services Unit
- Rapid Response Vehicle
- Median Design Competition
- Identifying Super-users for Services via Outreach (I.S.S.O.)
- Brush Inspection Module
- CHX Training Pilot
- Prototype and Design Sessions
- Smartphones for Pothole Dispatch Trucks
- El Pueblo Parking Automation
- Technology for Neighborhood Councils
- Electronic Statement of Personal History "eSoph" Electronic Background Investigation Software
- Electronic Digital X-Ray Production
- Popup Bikeways
- Clean LA Contest
- SOBER Unit
- Google Innovation Lab
- Green University
- Predictive Modeling for Additional Seismic Resilience
- Nurse Practitioner at Dispatch
- Virtual Reality at Hollyhock
- Using Behavioral Science To Improve Police Recruitment And Hiring For The LAPD
- Making Los Angeles Business-Friendly With Behavioral Insights
- Mobile Work Plan
- Anytime, Anywhere Testing
- Virtual Officer Experience
- Improving Public Safety with a Virtual Mentor
- Early Intervention Treatment
- Clean Streets Parking Notification System
- Legislative Management System
- Emergency Executive Mesh
- Solar and Battery Storage Resiliency Program
- City Idea Hub
- Capital Projects Data Integration Pilot
- VolunteerLA Hub
- Solar Emergency WiFi
- Project Sanitary Stations
- Zen City Pilot
- NAVLAAR (Navigate LA Augmented Reality)
- Fire Investigation Software
- HEART Connection
- Modernizing Housing Development Operations
- Ozone Clean Alternative Study
- Claims Unit Modernization
- Call direction to Ensure Suicide Safety (CRESS)
- Solar Powered Mobile Charging Stations
- Digital Training and Adoption Project
- Connecting Neighborhood Justice Programs
- Digital Platform
- Citywide Anti-Bias and Inclusion Program
- Targeted Procurement Outreach Pilot Program
- Earthquake Early Warning Notification
- ReBrandLA
- HBCU Recruitment
- Resilient, Solar Powered Street Lights
- L.A. Extractive Fines And Fees Digital Platform
- Streetlights-As-A-Service
- Creative License _ Online Class Registration
- CleanStat 3.0
- Pilot Centralized Invoice Management System
- Bid Creation and Management Tool
- Watts Towers Virtual Accessibility Experience
- MSIMS
- Fork-To-Fuel Initiative
- Smart Meter Installation
- Turning Waste into Wealth
- Use of Force Dashboard.

COMMISSIONER INSIGHTS FY 2024-25

THE INNOVATION FUND

06 INNOVATE



Dr. Mara Cohen

Commissioner

As the IPC's newest member, I am impressed with my colleagues' careful vetting of Innovation Fund applications. Guidance from the commission transformed a recent submission from an innovative idea designed to speed service delivery into one that will not only slash man-hours but that will also be implemented at a lower cost than proposed in the original application and with the potential to generate revenue for the City through licensing agreements for proprietary software. Working within a constrained budget, political considerations and the City Charter, the dedicated public servants of Los Angeles are brimming with creative and practical ideas to improve City government. I look forward to broadening the pool of Innovation Fund applications beyond those departments that have historically won IPC funding while keeping a focus on improving service for Angelenos, increasing government efficiency and generating new revenue streams.



Anthony Holland

Commissioner

The IPC can serve as the launchpad for incredible initiatives that benefit the City of Los Angeles. My primary focus on this commission is bringing the City into the future. Coming from a business background, I am amazed at the lack of centralized data and processing streams in the City. An overhaul of our networks and databases, along with a more cohesive tech stack, would make the City much more efficient and reduce wait times (and costs) for almost every service it provides. DocuSign, inter-department messengers, shared department drives, eliminating fax transmissions, cross-department project management software and tracking would save thousands of work hours and millions of dollars in supplies.

COMMISSIONER INSIGHTS FY 2024-25

07 INNOVATE



Jerry Levey

Commissioner

The IPC was originally created as a new option to allow all city employees & neighborhood councils (NC's) to present innovative ideas that could save the city monies as well as improve how departments function & add to the quality of life for those people living in Los Angeles. Since its inception, the IPC has successfully funded projects focused on improving aspects of saving monies & improving the quality of life in LA through various city departments, especially LAFD & LAPD, related to use of equipment, systems & personnel. Our goal is to use the creative minds of all city employees & members of the NC's to benefit our city & its future.
We are also focusing on how to create new streams of revenue, such as Public-Private Partnerships (P3's) in working with private entities who see the value of combining resources to work together with LA. What we have learned is that ideas can be valuable, whether as using 3D printing to recreate parts for expensive machinery that can't be replaced to using trained nurse practitioners to maximize LAFD personnel on the streets.



John Parker

Commissioner

A significant lesson learned: There is a very long lead time from when the submission comes to us, goes through our research and vetting process, and then on to the City Council. It can take almost a year to complete. As volunteer Commissioners, we'll need to find new ways to speed up this process.

COMMISSIONER INSIGHTS FY 2024-25



As the City continues to navigate fiscal constraints, the Innovation & Performance Commission is sharpening its focus on return on investment as a guiding framework for future work. While budget challenges in mid-2025 limited the advancement of grant recommendations, this moment presents an opportunity to more clearly align innovation with measurable cost savings and long-term efficiency. Moving forward, IPC projects will be evaluated not only on their potential impact, but on their ability to reduce ongoing expenses and improve service delivery over time. By applying a disciplined ROI lens, the City can make strategic upfront investments that lower future costs and strengthen accountability. Innovation, grounded in data and outcomes, becomes a practical tool for fiscal responsibility and sustainable governance.

Mindy Serin

Commission Vice President



The 2024–2025 fiscal year underscored the importance of innovation not as a luxury, but as a core tool for governing during periods of constraint. Amid unprecedented fiscal pressure, emergency response demands, and uncertainty beyond the City's control, the Commission demonstrated that disciplined, data-driven innovation can help protect essential services while advancing long-term efficiency and equity. One key lesson is that early alignment between advisory bodies, the Mayor's Office, and the City Council is critical to ensuring that innovation efforts are both fiscally responsible and responsive to real-world conditions. The year also reinforced the value of rigorous vetting and measurable outcomes, which helped sustain confidence in the Commission's work even during difficult budget deliberations. As the City moves forward, continued collaboration and a focus on innovations that improve performance, generate savings, or strengthen revenue will remain essential to supporting the Mayor's broader goals of stability, resilience, and service delivery for Angelenos.

Almuhtada Smith

Commissioner

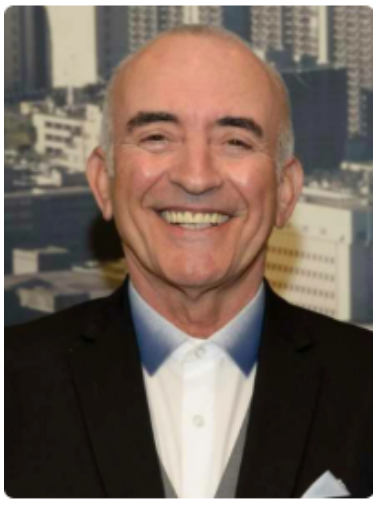
COMMISSIONER INSIGHTS FY 2024-25



In the time I have served on this commission I have had the opportunity to see our City employees come forth with many interesting ideas. Some of these ideas have led to cost savings through improving processing efficiencies or reducing the cost of infrastructure components. Others have improved the quality of life in our communities. What is most impressive in all of the submissions I have reviewed is the creativity demonstrated by our city employees.

Rita Villa

Commissioner



As co-chair of the Innovation Fund Committee, we have observed that there are issues that can slow the process down: I'd recommend that submitters make sure to be as clear as possible in the original submission; be ready to answer follow-up questions in a timely manner; make those responses as detailed as possible; and include any information about alternate or shared sources of funding, if applicable. It is an honor and privilege to serve with this acutely committed team of fellow Commissioners.

Dr. John T. Walker

Commission Vice President

INNOVATION FUND

2024-25 FUNDED PROJECTS

Department of Cultural Affairs - Watts Towers Virtual Accessibility Experience

Award: $200,000

The Innovation Fund provided funding to the Department of Cultural Affairs to expand access to the Watts Tower Arts Center Campus (WTACC) to the wider public, removing any geographical or physical limitations that would limit access to all that WTACC has to offer. This pilot aims to build awareness of, and engagement with, this extraordinary and iconic cultural asset and, when complete, will serve as a complementary digital experience fully integrated with the renovated campus using high quality digital media documentation (photo, video, audio, drone footage, digital renderings) of the Watts Towers, the Campus' multiple galleries, 30+ works of public art, and works of Public Art in the Community to create an immersive, interactive "virtual tour" experience accessible online for remote visitors.

Los Angeles Fire Department - Digitization of Fire Reports and Electronic Payments

Award: $52,000

The Innovation Fund provided funding to the Los Angeles Fire Department to modernize the payment process for the receipt and request for fire reports. In the event of a fire incident, constituents may request a fire report when confronted with a natural disaster, arson, and various insurance and/or legal claims and liabilities. Though the original funding request was $310,000, the IPC was able to work with LAFD to lower the cost to $52,000 without sacrificing the integrity of the pilot program.

INNOVATION FUND

2024-25 FUNDED PROJECTS

Los Angeles Police Department - Use-Of-Force Dashboard

Award: $125,000

The Innovation Fund provided funding to the Los Angeles Police Department (LAPD) to launch a public-facing, online dashboard to provide interactive data related to use-of-force. Currently, LAPD spends hundreds of thousands of dollars to print an annual use-of-force year-end review. This review consists of raw data that is not easily accessible and/or understandable to the general public. Through this pilot, LAPD seeks to build a series of public dashboard systems using current LAPD enforcement data.

Los Angeles Fire Department - Medical Supply Inventory Management System

Award: $350,000

The Innovation Fund provided funding to the Los Angeles Fire Department to resolve an on-going supply inventory issue by requisition of Innovation Fund monies for the Medical Supply Inventory Management System, a pilot designed to efficiently forecast, inventory, order, and distribute medical supplies to LAFD field resources, therefore reducing labor hours spent on routine tasks. The current process is manual and at-risk of human-error, resulting in fire stations either overstocking or understocking of supplies. The proposed system eliminates these estimates by using historical usage data to predict future needs, ensuring that only the necessary amount of supplies are ordered. LAFD believes that MSIMS will lead to measurable savings by preventing waste from expired medications and reducing unnecessary emergency orders. In addition, surplus supplies from overstocked stations will be redistributed to those fire stations in need, optimizing resource use, saving taxpayer dollars, reducing waste, and ensuring each fire station is properly stocked and equipped to serve our communities.

INNOVATION FUND

2024-25 FUNDED PROJECTS

Bureau of Sanitation - Fork-To-Fuel Initiative

Award: $450,000

The Innovation Fund provided funding to the Bureau of Sanitation (LASAN) to use innovative technology to study the effectiveness of converting grease waste into renewable fuel. LASAN will partner with small, local food services establishments (FSEs) and World Energy, the only local advanced-clean energy supplier, to install automatic grease removal devices (AGRDs) that will capture brown grease waste, a by-product of restaurant kitchen operations, and convert that waste into sustainable aviation fuel (SAF), renewable diesel, and gasoline. Currently, brown grease, typically generated by commercial and residential sources, poses numerous environmental challenges, such as clogging City sewer systems, increased repair costs, and negative impacts on water quality. This pilot would run for two years and will contribute to reducing greenhouse gas emissions, aligning with the Sustainable City pLAn's objectives of diverting 100% of waste by 2050 and achieving carbon neutrality by 2045.

Bureau of Sanitation - Smart Meter Installation Project for City Facilities in Los Angeles

Award: $200,000

The Innovation Fund provided funding to the Bureau of Sanitation (LASAN) to record energy consumption in real-time, enabling detailed data analysis and improved energy management by installing advanced smart meters across 13 City of Los Angeles libraries. This pilot will reduce greenhouse gas emissions, enhance energy efficiency, support the City's goal of achieving carbon neutrality by 2045, and result in significant cost savings. To manage costs, LASAN will start testing three locations to ensure the feasibility and effectiveness of the smart meters. LASAN has identified projected return-on-investments (ROI) resulting from the implementation of this pilot that are achievable within two to four years of installation.

INNOVATION FUND

2024-25 FUNDED PROJECTS

Bureau of Sanitation - Turning Waste into Wealth: Investing in the Circular Economy with Innovative Business Seed Funding

Award: $200,000

The Innovation Fund provided funding to the Bureau of Sanitation (LASAN) to leverage Recycling Market Development Zone (RMDZ), an economic program run by CalRecycle, which aims to promote businesses using recycled materials in their manufacturing in an effort to build the circular economy by fueling new businesses, expanding existing ones, creating jobs, and diverting waste from landfills. LASAN defines “circular economy” as: the reduction of waste by keeping materials and products in circulation for as long as possible and designing products to be more durable, reusable, and repairable. The traditional “linear economy” adheres to a production and consumption model that is unsustainable. LASAN administers the local City of Los Angeles zone of the RMDZ program and has recently expanded business support opportunities by debuting a prototype microfunding initiative that has received statewide attention. This pilot will expand this RMDZ prototype program into a multi-phase pilot program to invest in the City’s circular economy and to make the City of Los Angeles more livable and sustainable – through seed funding for local businesses.