



City Innovation Snapshot BEND, Oregon, USA

Overview

- ▶ **Mayor:** Sally Russell
- ▶ **Term:** 2019–2022
- ▶ **Innovation Lead:** Stephanie Betteridge
- ▶ **Population size:** 91 385 (2019)
- ▶ **Innovation / open data website:**
www.bendoregon.gov

What is the organisational structure?

Situated in the City Manager's office, Bend's dedicated innovation team consists of **4 staff** and is led by a Chief Innovation Officer (CIO). The CIO also provides leadership to other groups that approach their work through an innovation lens such as the Information Technology Office, the Office of Performance Management, and the Project Management Office.

Staff skills and profiles include:

- Project / Programme Manager
- Programme Manager
- Data Analyst



Spotlight

Bend plans to use innovation to overcome resource constraints and attract top employees. Bend's first Innovation Strategic Plan is scheduled for adoption in 2020. Through the feedback gathered at a series of workshops, that engaged more than 150 public employees from every city department, the plan aims to build Bend's capacity for data analytics and use human-centred design to glean behavioural insights and improve service delivery.

What is the city's innovation vision?

Like 50% of cities surveyed, Bend has a **formal innovation strategy**.

The city most closely associates innovation capacity with:

- **Human-centred design**
- **Data analytics**

What is the city's innovation approach?

Similar to 20% of cities surveyed, Bend approaches innovation capacity **from a holistic / macro level**.

What innovation partnerships exist?

Bend has developed partnerships to **promote innovation capacity** with city residents and resident associations.



City Innovation Snapshot BEND, Oregon, USA



What funding is available?

Like 81% of cities surveyed, Bend has dedicated funding to support innovation capacity, which comes from the following source:

- **Municipal budget** (operating budget)

Bend's funding for innovation capacity is generally directed towards **training staff and building capacity, and investing in digital systems.**



How is innovation helping the city?

- ✓ **Improving service delivery**
- ✓ **Improving internal government operations**
- ✓ **Anticipating and managing future challenges**

The most critical success factors in supporting the city's innovation work are **dedicated funding, a focus on metrics, a dedicated innovation team, a culture of innovation within the municipal administration, and leadership from the Mayor.**



How is data used?

Data plays a **significant role** in the decision-making and innovation efforts in Bend. The city **currently uses data to align its budget process with its strategic priorities.** Challenges preventing the use of data to support innovation goals include a **lack of data management and stewardship, insufficient staff capacity to collect and analyse data, and that data are seldom shared among agencies.**



How are outcomes measured?

Policy areas **with sufficient data** or **without sufficient data** to support innovation capacity in the city.

Transport / Mobility	Economic Development	Housing	Policing and Law Enforcement	Health
Government Finance	Waste and Sewage	Labour Market and Skills	Environment and Climate Change	Education
Culture	Social Inclusion, Equity	Public Works	Tourism	Digital Governance

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