



City Innovation Snapshot GLENDALE, California, USA

Overview

- ▶ **Mayor:** Ara Najarian
- ▶ **Term:** 2019–2020
- ▶ **Innovation Lead:** Elena Bolbolian
- ▶ **Population size:** 206 283 (2019)
- ▶ **Innovation / open data website:**
www.glendaleipa.org

What is the organisational structure?

As an independent department, Glendale's Innovation, Performance and Audit team has **2 staff** dedicated to innovation works.

Staff skills and profiles include:

- Project Manager
- Data Scientist
- Designer



Spotlight

Glendale initially adopted its innovation strategy in response to the state of California's 2012 elimination of local redevelopment agencies (in order to create efficiencies and maintain existing service levels with fewer resources). The Department of Innovation, Performance, and Audit (IPA) was created to institutionalise an innovation and data-based approach to governance. The IPA conducts targeted research and data analysis, runs pilot programmes, and assesses city services using a human-centred design approach. The department also conducts audits to ensure transparency and accountability, and publishes data visualisation dashboards of Key Performance Indicators on several topics including the city budget and Covid-19.

What is the city's innovation vision?

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

The city most closely associates innovation capacity with:

- **Human centred-design**
- **Experimentation**

What is the city's innovation approach?

Similar to more than half of cities surveyed, Glendale approaches innovation capacity **both from a holistic / macro level and in specific policy areas**.

The top two priority policy areas for the city's innovation work are:

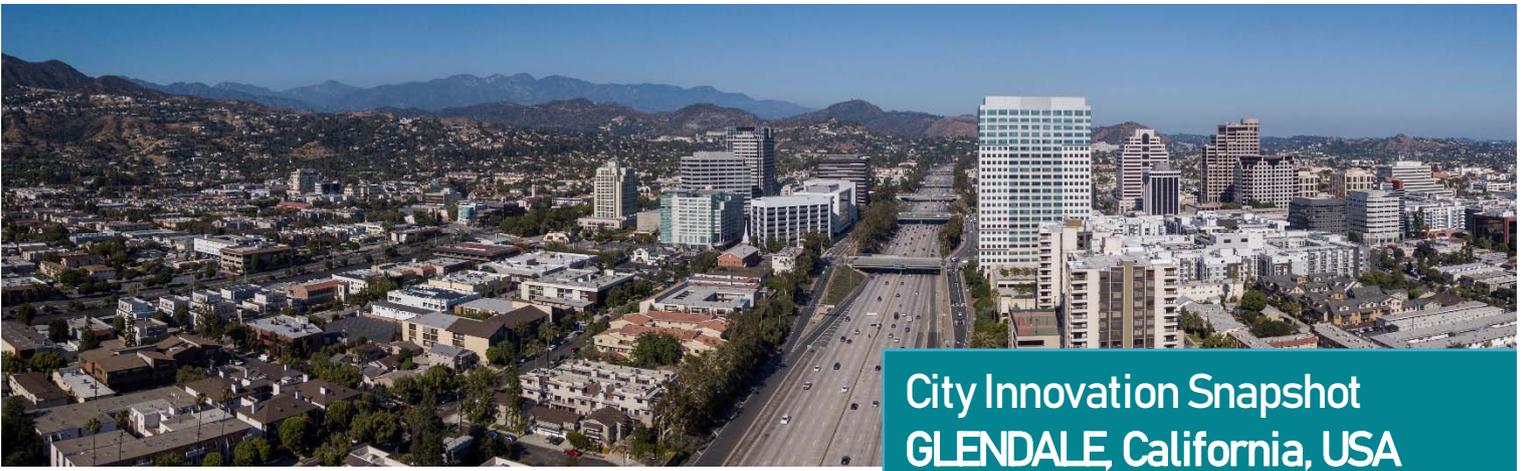
Digital
Governance

Labour market,
Jobs and Skills

What innovation partnerships exist?

Glendale has developed partnerships to **promote innovation capacity** with other public agencies, private firms, not-for-profit organisations, and city residents/resident associations.

To **improve data use**, the city has also developed data partnerships with the private sector, private philanthropy, academia and think tanks to collect and analyse data.



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What funding is available?

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

- **Municipal budget** (operating budget)

Glendale's funding for innovation capacity is generally directed towards **training staff and building capacity, generating ideas and brainstorming, and paying for third-party services.**



How is innovation helping the city?

- ✓ Improving internal government operations
- ✓ Gaining efficiency within the public sector
- ✓ Simplifying administrative procedures for firms and residents

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



How is data used?

Data plays a **significant role** in the decision-making and innovation efforts in Glendale. However, the city does not currently use data to align its budget process with its strategic priorities.

Challenges preventing the use of data to support innovation goals include **insufficient interaction with data producers, insufficient staff capacity to collect and analyse data, lack of technical infrastructure, as well as limited incompatibility of data across policy sectors.**

Glendale also reports that **data are seldom shared among agencies and that data collection and analysis is not an institutional priority.**



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