

Applying Innovation To Do More With Less

League of California Cities
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Newport Beach, CA

Today's Panel

Elena Bolbolian
Moderator
IPA Director
City of Glendale



Amanda Daflos
Speaker
Chief Innovation Officer
City of Los Angeles



Lea Deesing
Speaker
Asst. City Manager
City of Riverside



Jon Robinson
Speaker
Deputy City Manager
City of W. Sacramento



Innovation Is...

Doing things **differently**
so we can do them **better.**

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Why Do Things Differently?

- Digital technology's impact on government
- Changing customer expectations
- Pressure on cities

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How Do Cities Innovate?

- Deem innovation a priority
- Dedicated effort
- Establish innovation team or function
 - In-house advisors
 - Work across departments
 - Focus on priorities/challenges

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Innovation Work

- Convening authority
- Conduct research
- Analyze data
- Tell stories
- Offer comfort to uncomfortable feelings

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From the Perspective of 4 Cities

- Glendale – Population: 207,000
- Los Angeles – Population: 4 Million
- Riverside – Population: 328,000
- West Sacramento – Population: 54,000

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Today's Discussion

1. Team Composition, Structure & Funding
2. Values & Philosophies
3. Initiatives
4. Projects
5. Lessons Learned

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1. Composition, Structure & Funding

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Glendale

- Formed in 2017
- Report directly to City Manager
- 6 full-time staff and 2 rotating interns
- Internal Audit & Performance Management
- Funded by General Fund

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Los Angeles

- Formed in 2015
- Bloomberg Philanthropies Grant
- Priorities set by Mayor
- 7 full-time staff and Fellows
- Funding transitioned to City Budget

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Riverside

- Formed in 2018
- New Innovation Division/City's 1st Innovation Lab with Office of Org. Performance and Audit
- 7 full-time staff
- Funded by General Fund

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West Sacramento

- Formed in 2015
- Representatives from each City Department
- Co-chaired by Deputy CM and IT Manager
- Makes recommendations to City Manager
- Funded by Measure E (Smart City)

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2. Values & Philosophies

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Values & Philosophies

- Shared Responsibility
- Culture
- Education
- Champions
- Resources

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3. Innovation Initiatives

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Riverside



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West Sacramento

- Startup in Residence (STIR)
- Code for America Fellowship
- Training Relationship with Cal-HR (Lean Process Improvement)
- Internal “Idea Accelerator” Process
- Internal Consulting Engagements

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4. Innovation Projects

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Los Angeles

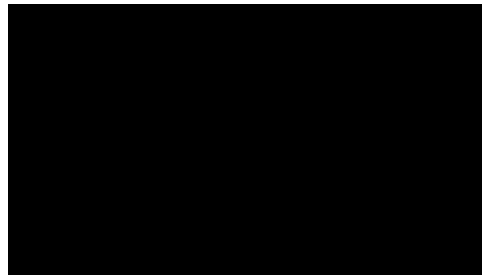
- Police Recruiting
- Welcome to Neighborhood Toolkit
- Home for Renters
- ADUs

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Riverside Innovation Lab Pilot



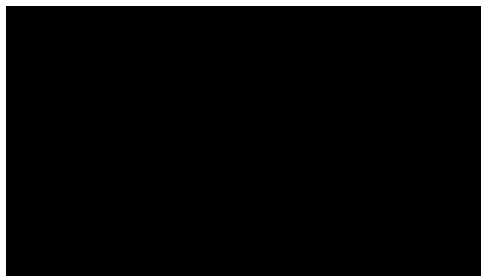
West Sacramento Business Card Ordering



West Sacramento Parks Dept.
Pest/Odor Resistant Garbage Cans



West Sacramento Public Works
Preventative Maintenance



5. Lessons Learned

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Keys To Success

- Political & City Leadership
- Share Credit/Trust Is Key
- Reduce Silos/Encourage Collaboration
- Start Small with Pilot Projects
- Stay Agile
- Spread Innovation By Sharing Stories

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Questions for the Panel

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