TO: Yasmin K. Beers, City Manager

FROM: Elena Bolbolian, Director of Innovation, Performance & Audit (IPA)

RE: Weekly Report – February 22, 2019

Continuous Audit

Conducting audits is a good way of determining the health of an operation. However conducting audits can be a time-consuming process. **Applying automation can reduce the time involved**. Internal Audit performs continuous audits, which allow auditors to identify potential red flags by automating error checking and data verification.

One area is by testing User Access Controls to identify whether City network access was appropriately granted to authorized users and whether access was removed in a timely manner. On a routine basis, an automated audit procedure is performed that **scans a large volume of transactional data in order to detect users that should no longer have permissions to access the City's network**, such as terminated employees.
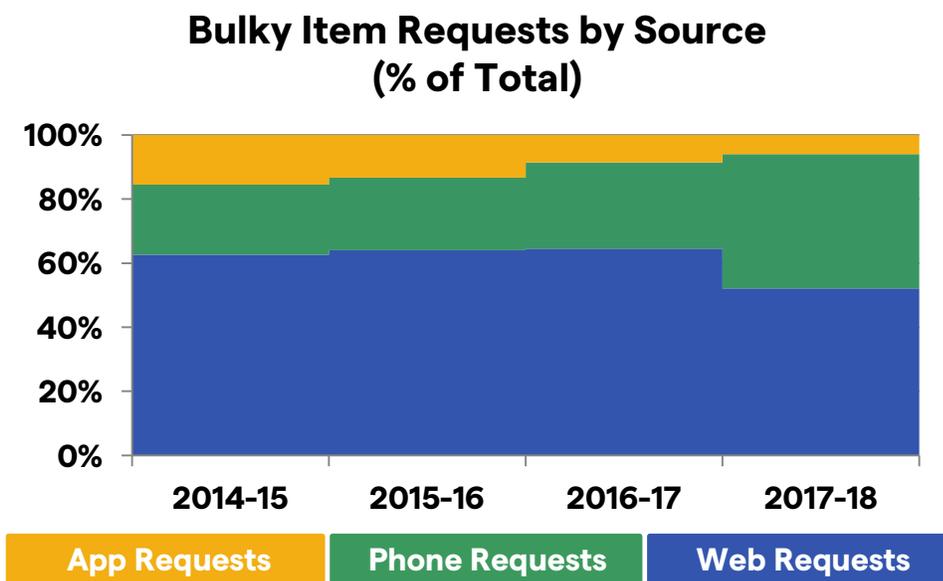
Running a routine user access test validates the controls in place, ensures **timelier detection** of unauthorized users and reduces the risks arising out of unauthorized access, fraudulent activity and harmful attacks.

As a result of the continuous audits, staff from ISD and HR have been made aware of the weaknesses and are **working collaboratively** to make improvements to enhance user access controls.

Data Snapshot: Bulky Item Requests

IPA analyzed the source of Bulky Item requests.

Bulky Item Requests by Source (% of Total)

App Requests | Phone Requests | Web Requests

2017- 2018 Bulky item requests came in from:

- **Glendale's website (52%)**
- **Phone requests (42%)**
- **App requests (6%)**

Requests for bulky item pickups have been on the rise since FY14-15. These requests come from three sources: online requests from glendaleca.gov, CitySourced App requests from the MyGlendale app and web app, and phone requests from residents.

Phone requests have seen the largest growth since FY14-15, but are still second to online requests from GlendaleCA. This increase can partially be attributed to outreach efforts by the City, including placing a large banner advertising the Bulky Item Pickup Number on the bridge outside of Glendale Community College.

Innovation Tools

Are you curious about the tools IPA has discovered and begun to use to improve City operations?

Since forming 18 months ago, IPA has been learning how public and private organizations **apply innovation to continuously improve operations**. Recently, IPA pooled these methods into an Innovation Toolkit, which will continue to evolve as we learn of new tools of civic innovation. Some of the most useful contributions so far include:

- **Silo Breaking**: Facilitating communication to collaboratively solve problems.
- **Design Thinking**: Understanding challenges from a human perspective.
- **Prototyping**: Making a small investment to try out ideas before scaling up.
- **Behavioral Science**: Applying scientific research findings and testing for success.
- **Analytics**: Putting data to work by identifying and tracking key indicators.
- **Artificial Intelligence (AI)**: Automating repetitious processes and tasks.

Digitizing Signatures

IPA is researching digital signature options for the City.

The department has partnered with a team of Lean Six Sigma trained employees (Sevag Garabetian, Dorine Martirosian, and Karine Grigoryan) to introduce a digital signature option for Park's summer classes offered by the Community Services & Parks Department.
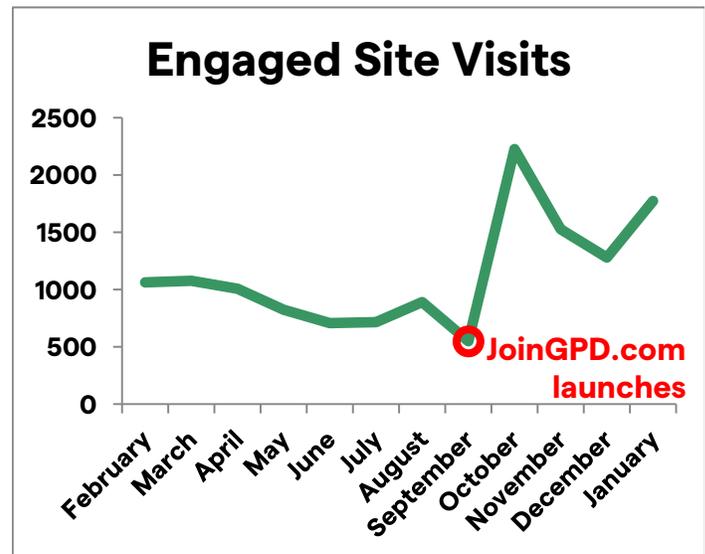
Currently, parents of summer class attendees must sign paper forms and deliver them in person in order to complete registering their children. This pain point for residents will soon be resolved with a digital signature option, which will **make registration easier for parents** by allowing them to fully register for classes online.

This group has also explored ways to scale digital signature options City-wide as the need grows.

JoinGPD Engages Visitors

The newly redesigned JoinGPD.com Police recruitment site increases engagement with visitors.

IPA partnered with GPD to better inform potential police recruits on GPD's testing and interview process. Out of this effort came the newly redesigned JoinGPD.com site, **that helped double the number of visitors that engaged with the site** (by scrolling or clicking a link to learn more). The increase in visits is tied to GPD test periods.

City Mentorship Program

IPA's Insight Glendale program connects City employees and spreads institutional knowledge.

A Lean Six Sigma Team (Craig Hinckley, Yvette Neukian, and Mary Gonzalez) worked with IPA to create a City-wide job shadowing program. Insight Glendale aims to **spread institutional knowledge and break down operational silos** by matching employees with each other.

70 job shadowing matches!

So far, IPA has created **70** job shadowing opportunities through Insight Glendale, and is expected to make over **100** matches by the program's end in March. Initial feedback by participants is positive.