

CITY OF GLENDALE
INTEROFFICE MEMORANDUM

TO: Roubik Golanian, Interim City Manager
 FROM: Elena Bolbolian, Director of Innovation, Performance & Audit (IPA)
 RE: Weekly Report – October 30, 2020

Bloomberg Innovation Team Rolls Up Their Sleeves

12 City staff members from 7 departments are taking part in an innovation training program sponsored by [Bloomberg Philanthropies](#).

Armineh Hoonanian	Etienne Ozorak	Orlando Manahan
Christine Godinez	Gregory Kajszo	Regina Wheeler
David Jones	Hourik Hayrapetian	Sarkis Oganesyanyan
Elena Bolbolian	Minjee Hahm	Tao Li

The team members listed above, are focused on tackling the challenge of edible food recovery per [Senate Bill 1383](#). Their goal is to use *design thinking* to develop a solution to better connect **recovered edible food** to individuals facing food insecurity.

Team members are currently in the research phase of the training where they are interviewing key stakeholders in the community. Research teams are focused on three distinct groups:

- 1) food distributors
- 2) food establishments
- 3) food insecure individuals

A New Way to Problem Solve

IPA continues to champion **design thinking** in order to help City departments more effectively solve problems. But what is design thinking and how is it different than traditional thinking?

Design thinking is a multi-phased process that is most suited to tackling problems that are ill-defined or unknown; it is characterized by empathizing, defining, visualizing, prototyping and testing. It is about understanding the people being served. In fact, the people, for whom solutions are being designed for, are deeply involved in the process, from initial research to defining the problem, to creating, testing and implementing the solutions.

As shown in the table below, government tends to use traditional thinking, a linear and structured way of problem solving. When traditional thinking is used, the end user is the last to see the solution. Design thinking gives a **voice to the end user** prior to the formation of a solution. In this way, the end user's wants and needs are "baked into" the solution.

Why is this important to City Hall? In order to break staff out of their habit of just seeing their own side of the process, design thinking moves away from the idea that government rolls out services *to* people, and instead, focuses on developing new services *with* people. When City Hall co-creates solutions with community stakeholders, the end result is more effective policies and programs.

Traditional Thinking	Design Thinking
Flawless Planning	Enlightened Trial and Error
Avoids Failure	Fails Fast
Loves to Avoid Mistakes	Loves to Learn from Mistakes
Rigorous Analysis	Rigorous Testing
Arm's Length Customer Research	Deep Customer Immersion
Sustaining Order	Taking Risks
One Way	Interactive
Proving One "Best" Answer	Iterating Toward a "Better Answer"



The 5 Step Audit Process

When people think of an audit, they usually envision the audit report. However, there is so much more that goes into the audit process. IPA has broken out the audit process into 5 **key steps** as illustrated below:

Step 1 - Risk Assessment & Audit Work Plan

Long before an audit is initiated, a systematic effort is made to identify the operations or programs that will be audited. Auditors:

- Conduct annual risk assessment with all City departments to determine high risk areas.
- Develop Annual Audit Work Plan based on the assessment results.

Step 2 - Audit Planning & Risk Assessment

Once the list of audit areas is in place, work on the actual audits begins. Auditors:

- Conduct research to gain knowledge of the operation being audited and determine audit objective and scope.
- Assess risks and the adequacy of existing controls that management put in place and determine areas that require further review and analysis.

Step 3 - Analysis, Conclusions & Report

Next, the auditors focus on the details of the audit. Auditors:

- Evaluate information, review evidence gathered in light of the audit's objectives to determine whether the existing controls are operating as intended.
- Develop findings and recommendations. Obtain department feedback and prepare action plan for inclusion in audit report.

Step 4 - Reporting & Informing

Then comes the issuing and publishing of the audit report. Auditors:

- Distribute the audit report to key stakeholders including the public, City Council, Audit Committee, City Executive Team, and managers.
- Publish the audit report on the City's website and formally present the audit results to the Audit Committee.

Step 5 - Issue Tracking & Implementation

The audit process post audit issuance is focused on ensuring that audit recommendations are implemented. Auditors:

- Conduct quarterly follow-up of outstanding audit issues to ensure management's timely implementation of audit recommendations.
- Report implementation status to City Manager and the Executive Team. Keep the Audit Committee informed of higher risk issues and any issues not implemented within the Audit Committee designated thresholds.