Equipt to Innovate™

Key Outcome Elements

PUBLIC SECTOR INNOVATION

DYNAMICALLY PLANNED

BROADLY PARTNERED

RESIDENT-INVOLVED

RACE-INFORMED

SMARTLY RESOURCED

EMPLOYEE-ENGAGED

DATA-DRIVEN

LIVING CITIES
INNOVATE • INVEST • LEAD

/ GOVERNING

Key Outcome Elements

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PUBLIC SECTOR INNOVATION

The following represent "**key elements**," stated as outcomes, some combination of which, if achieved, would confirm that cities are "equipt to innovate" or that innovation is occurring in that city government; and evidence exists that the government is likely experimenting with, using and embedding new urban practices to improve the lives of low-income people and all their city's residents.

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A **clear long-term vision** for the city, broad strategic goals, and an **overall plan exist**, and transparent systems for facilitating material progress toward that vision and plan are in place.

The strategic plan is **widely supported by the city's elected and appointed officials** and serves as the driver for performance in the city.

• • •

A **robust performance management system** exists and is used by managers to assess progress.

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Within the overarching vision, all other city plans (comprehensive, transportation, sustainability, resiliency, etc.) are **well-sequenced and coordinated**.

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High-quality research and evaluation practices guide program development and are adequately resourced.

DYNAMICALLY PLANNED

Government collaborates internally and externally and freely **partners to achieve better results** for residents.

Government facilitates and participates in cross-sector initiatives focused on improving outcomes, whether or not those initiatives originate from city hall.

• • •

City staff is **empowered to collaborate across departments and externally to achieve their targeted outcomes**, including intergovernmentally (county, state, federal).

• • •

Communication mechanisms are in place to help internal and external stakeholders stay informed of government activities and assess progress towards the city's goals.

BROADLY PARTNERED

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RESIDENT-INVOLVED

RACE-INFORMED

SMARTLY RESOURCED

EMPLOYEE-ENGAGED

DATA-DRIVEN

Local government **effectively engages a broad spectrum of the community,** especially harder-to-engage and underrepresented populations (such as youth, low-income residents, people of color, and new immigrants) in making policy, improving service delivery and solving complex problems.

City designs **effective engagement strategies** based on the issue-at-hand.

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Strategic use of data and technology supports engagement practices.

• • •

Resident input is **meaningfully incorporated into decision-making and program improvement**, and feedback loops work so that residents know when and how their ideas are and aren't used.

• • •

Electronic communications **go beyond "one-way."**

RESIDENT-INVOLVED

City is **intentional about addressing racial disparities** through policy and practice, and effectively adapting to changing population demographics.

Race, class and other markers of identity are substantively considered in policymaking and operations.

. . .

City staff is trained in and understand **how race affects their work and the outcomes of it** for city residents.

. . .

Disaggregated data is used to **understand racial disparities and their drivers**.

. . .

City is working to achieve **consistently better results across races and income levels**, and close disparity gaps.

RACE-INFORMED

SMARTLY RESOURCED

Local government **resources are strategically deployed** toward the best, biggest outcomes.

Financial timeframes are future-focused using five-year budgeting, ten-year fiscal planning, and thirty-year capital plans, at a minimum.

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City **leverages private and philanthropic capital for the benefit of low-income people** and communities in need.

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Budget allocations are **based on evidence and oriented toward results**, realigning to highest and best use of funds as appropriate and decommissioning programs as warranted.

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Public and private resources are expended to **support or leverage innovation and experimentation**.
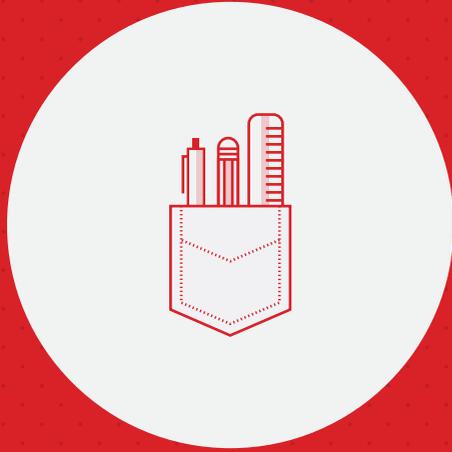
All city **employees,** from elected and appointed officials to frontline staff, are **engaged at a high level,** and contribute to the city's goals as drivers of innovation and continuous improvement.

Ideas generated from within local government or from outside are vetted, tested, and adopted, as appropriate, through a **consistent and transparent process.**

• • •

Human resource **policies broadly drive effective performance** and support innovation.

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City employees are empowered to take appropriate, calculated risks toward greater efficiencies and creative problem-solving.

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Local government has a **robust talent pipeline at all levels of advancement**.

• • •

Staff composition in every department **reflects the talent and diversity of the city itself**.

EMPLOYEE-ENGAGED
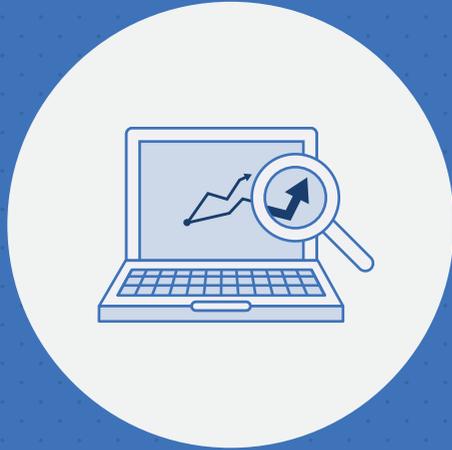
Data and modern technologies are appropriately **utilized for better performance**, innovation and engagement.

Data on the city's progress toward its desired results are **regularly reviewed, publicly available, and easy to understand**.

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Government and vendor data are **available for public review and analysis**.

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Analytics are used to **proactively support better outcomes**.

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Procurement practices **allow new players to engage government contracting opportunities**.

• • •

Cities use **free, lightweight and open-source technological tools** in addition to enterprise-level software solutions for effective information flow and innovation activities.

DATA-DRIVEN

www.equipttoinnovate.org