

PHOENIX BEST PRACTICES

What cities can learn from top survey performer Phoenix, Ariz.

Equip*t* to Innovate

Dynamically Planned:

- ▶ Asks for input from more than 10 city agencies, departments and groups when developing strategic plan
- ▶ Uses shared outcome-based metrics to assess progress and inform all plans
- ▶ Makes data regarding initiatives and progress toward strategic goals available to residents
- ▶ Has a high percentage of city departments regularly report performance metrics to the mayor
- ▶ Involves residents in the strategic planning process

Broadly Partnered:

- ▶ Has a culture that fosters and supports inter-departmental sharing and collaboration to achieve targeted outcomes
- ▶ Actively collaborates with philanthropic organizations or business entities on multi-sector initiatives
- ▶ Informs residents and employees of progress toward the city's goals
- ▶ Engages and collaborates with multi-sector initiatives that involve intergovernmental partners (county, state, federal)

Resident-Involved:

- ▶ Effectively designs community engagement strategies based on current issues
- ▶ Has a variety of communication technologies in use to support the city's engagement strategies
- ▶ Follows up with residents when their ideas are and aren't used

Race-Informed:

- ▶ Addresses racial disparities through policy and practice
- ▶ Trains city staff to better understand how race affects their work and the outcomes they are working to achieve for city residents
- ▶ Ensures the city government workforce reflects the racial and ethnic makeup of the city
- ▶ Uses data to understand how racial disparities affect program outcomes and uses data disaggregated by race to inform policy development
- ▶ Ensures communities of color and the white population have equal access to city services and infrastructure
- ▶ Decreases the educational achievement gap between students of color and white students

Smartly Resourced:

- ▶ Strategically deploys city resources to achieve the biggest impact for residents
- ▶ Uses pay-for-success strategies
- ▶ Requires all city departments to identify programmatic budget reductions with each budget development cycle
- ▶ Regularly conducts evidence-based evaluations of city economic development incentives

Employee-Engaged:

- ▶ Encourages managers to connect employees with projects that have community impact
- ▶ Ensures employees understand how their activities connect to the larger goals of the city
- ▶ Has HR strategies in place to cultivate professional development and career growth

Data-Driven:

- ▶ Has a procurement team that uses data-informed practices to diversify the pool of candidates and help new vendors secure contracting opportunities
- ▶ Has an open data portal with plans to increase data available online by more than 50 percent by 2021
- ▶ Recognizes the digital divide as city services are developed and offered to residents

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