Bloomberg Philanthropies | What Works Cities Certification | RESULTS FOR AMERICA

Scottsdale, AZ

WWC CERTIFICATION FINAL REPORT FOR THE CITY DATA ALLIANCE

July 2023

For more information, please visit Certification.Results4America.org

ABOUT WHAT WORKS CITIES

What Works Cities helps local governments improve residents' lives by using data and evidence effectively to tackle pressing challenges.

The What Works Cities Certification program, launched in 2017 by Bloomberg Philanthropies and led by Results for America, is the first-of-its-kind standard of excellence for data-driven, well-managed local government. What Works Cities Certification recognizes and celebrates local governments for their exceptional use of data to inform policy decisions, allocate funding, improve services, evaluate the effectiveness of programs and engage residents.

Open to cities in North, Central and South America with a population of at least 30,000, What Works Cities Certification welcomes cities at all points in their data journey. Cities begin their What Works Cities Certification journey by completing a self-assessment to benchmark their progress on data-driven governance. They then receive a customized roadmap with next steps and join the What Works Cities Certification Community. The Certification Community includes exclusive access to expert partners who lead learning opportunities, peer connections, a resource bank, how-to sprints, coaching and more. Together, the Assessment and Certification Community support cities in their efforts to achieve Silver, Gold or Platinum Certification.

By aspiring toward Certification and implementing the program's best practices, cities across the Americas are more effectively delivering results for residents.

By recognizing local governments excelling in this work, the program provides models others can learn from.

For more information, please visit:
https://certification.results4america.org

REQUIREMENTS FOR CERTIFICATION

Local governments that meet more than 50% of criteria undergo a multi-step verification process to verify their current state of practice. Each step of the review process helps determine if the local government will achieve one of the three tiers of Certification: Silver, Gold, or Platinum. In addition, in order to achieve Certification, all cities must meet the following requirements:

Core Criteria: In order to show citywide scale, sustainability, and impact of their data-driven practices, Certified cities must achieve the following three core criteria: Implementing Data Strategy & Governance (DM1), Executive Commitment to Data Informed Government (LC1), and Selecting & Using Performance Metrics for Strategic Goals & Priorities (PA1).

Platinum-level cities must achieve Disaggregated Data for Decision-Making (DM8) to demonstrate they are striving towards delivering equitable outcomes through their use of data.

Resident Outcomes: Cities will also be asked to meet industry standards on at least one of the following resident outcome metrics: high-speed broadband, air quality, or a city-nominated resident outcome.

What Works Cities Certification Tiers

Silver Certification
51-66% of criteria met

All core criteria & at least 1 resident outcome metric met

Silver Certified cities are good at using data to make decisions and deliver outcomes for their residents.

Gold Certification
67-84% of criteria met

All core criteria & at least 2 resident outcome metrics met

Gold Certified cities are great at using data to make decisions and deliver outcomes for their residents.
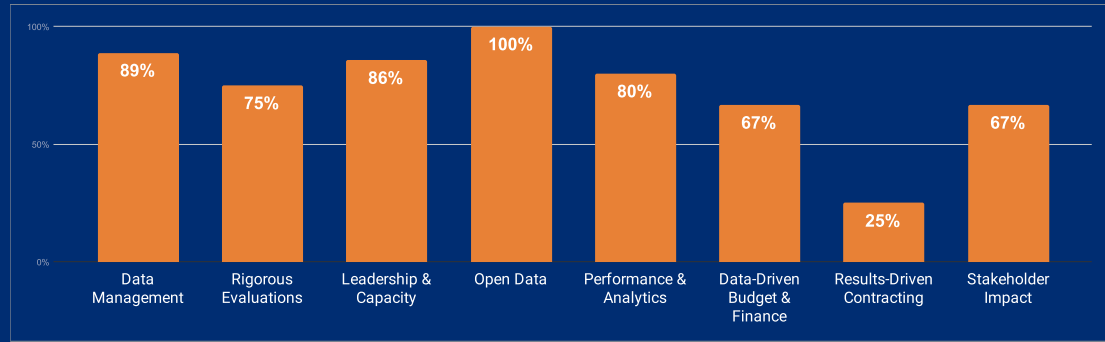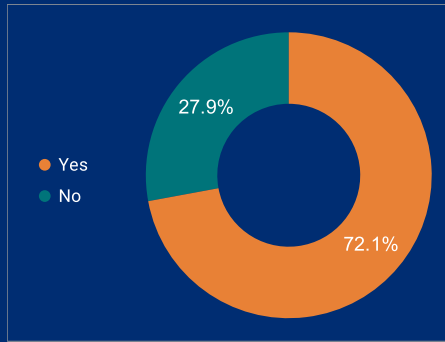
Platinum Certification
85-100% of criteria met

All core criteria + DM8 & all 3 resident outcome metrics met

Platinum Certified cities are exemplary at using data to make decisions, achieve more equitable outcomes for their residents and close the gap on disparities.

YOUR STATUS REPORT

- **Yes** 72.1%
- **No** 27.9%

Bar chart values:
- Data Management: 89%
- Rigorous Evaluations: 75%
- Leadership & Capacity: 86%
- Open Data: 100%
- Performance & Analytics: 80%
- Data-Driven Budget & Finance: 67%
- Results-Driven Contracting: 25%
- Stakeholder Impact: 67%

Congratulations! Since your city achieved 31 of 43 criteria across eight foundational practice areas and demonstrated meeting resident outcomes, your city achieved What Works Cities Certification at the Gold level.

How Your City Was Assessed

Submit Self-Assessment & Documentation
Cities submit an online self-Assessment and supporting documentation to evaluate and validate their overall performance across 43 criteria.

→

Receive Interim Certification Report
Cities that submit an assessment will receive a report benchmarking their current state of practice and outlining a customized path for improvement.

→

Complete Debrief Call
Cities have the option to participate in a debrief call to review the city's customized path for improvement and the audited responses shared in the interim report.

→

Schedule Site Visit Prep Call & Build the Site Visit Agenda
Top-performing cities on the WWC Assessment move to the final step in the Certification process - the site visit, during which WWC Certification representatives will spend time with chief executive(s), senior leaders and city staff to further understand the quality and extent of data-driven practice in the city.
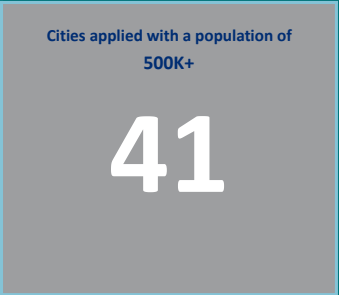
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Complete Site Visit
WWC Certification representatives conduct meetings with chief executive(s) and city leaders and observe practices highlighted in the city's Assessment to obtain a greater understanding of how data-driven practices and decision-making are being implemented throughout the city to address pressing challenges and are leading to better outcomes for residents.

→

Achieve Certification
Cities that meet all the Certification requirements - a minimum of 51% of criteria, core criteria, and demonstration of outcomes - will achieve one of three tiers of Certification: Silver, Gold, or Platinum.

HERE'S YOUR PLAYING FIELD

Canada
5 Applicants
Average Score 28.%

United States
156 Applicants
Average Score 30%

Latin America
20 Applicants
Average Score 28.%

Cities applied with a population of 30K-100K	Cities applied with a population of 100K-250K
47	63

Cities applied with a population of 250K-500K	Cities applied with a population of 500K+
36	41

HOW DOES YOUR CITY MEASURE UP?

FOUNDATIONAL PRACTICES
A brief explanation of the 8 Foundational Practices.

Data Management
The practices and policies that support comprehensive management of shared and internal data so local governments can routinely and strategically leverage data for decision-making and delivery of data and analytics services.

Rigorous Evaluations
Systematic assessments using standard research methods to help local governments gain insights into the design, implementation, or effects of a policy, program, or practice, and make continual improvements.

Leadership & Capacity
A strong foundation for the effective use of data and evidence to drive decision-making in local governments starts with the chief executive and local government leadership routinely accessing data for decision-making and explicitly communicating and demonstrating to staff that governing with data and evidence is an organizational expectation.

Open Data
The practice of proactively making electronic data records publicly available - in whole or in part - and legally open without restriction on use or re-use. Included in this practice is the creation of sustainable open data systems that promote informed decision-making, transparency, and robust resident engagement.

Performance & Analytics
The practice of studying how to perform better and inserting those insights into the operational decision-making process, solving local government problems through performance management systems and the use of analyses, and creating a culture of accountability.

Data-Driven Budget & Finance
A strategic process that local governments use to incorporate data and evidence and align strategic priorities and metrics with financial decisions, including the budget process, expenditures, allocations, and strategic investments, and to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.
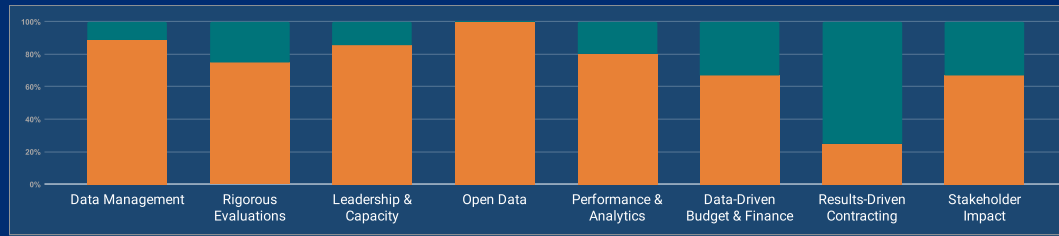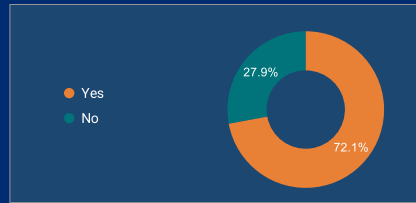
Results-Driven Contracting
A set of strategies to structure, evaluate, and actively manage contracts strategically, using data to help local governments leverage procurement as a tool to make progress on their highest-priority goals.

Stakeholder Impact
Practices related to the city government's role as a leader within the broader ecosystem of data-driven decision-making and in training and collaborating with internal and external stakeholders to build use of city data and analytics services to deepen community impact.

Legend:
- All Cities
- Cities Your Size
- Your City

Practice	All Cities	Cities Your Size	Your City
Data Management	31%	46%	89%
Rigorous Evaluations	20%	19%	75%
Leadership & Capacity	43%	53%	86%
Open Data	50%	50%	100%
Performance & Analytics	34%	49%	80%
Data-Driven Budget & Finance	28%	39%	67%
Results-Driven Contracting	13%	8%	25%
Stakeholder Impact	37%	45%	67%

YOUR CITY'S RESULTS

- Yes — 72.1%
- No — 27.9%

Chart categories: Data Management, Rigorous Evaluations, Leadership & Capacity, Open Data, Performance & Analytics, Data-Driven Budget & Finance, Results-Driven Contracting, Stakeholder Impact

DATA MANAGEMENT

Your city has achieved 89% of Data Management Criteria.

CERTIFICATION CRITERIA		REVIEW DECISION	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
DM1**	Your local government maintains a documented list of data strategy and governance responsibilities and meets at least quarterly to carry out those responsibilities.	Yes	40%	40%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
DM2	Your local government maintains a detailed data inventory that makes its data and relevant data from third parties more discoverable and accessible and better stewarded.	Yes	30%	30%	
DM3	Your local government has documented and user-friendly processes to expedite the sharing of data—including protected data—both cross-departmentally within your local government and with external partners.	Yes	20%	20%	
DM4	Your local government has and carries out documented policies or practices to improve data quality.	Yes	25%	25%	
DM5	Your local government has documented policies or practices to protect the privacy and confidentiality of government-held data.	Yes	37%	37%	
DM6	Your local government has documented policies or practices to manage the risk of data breach, loss, or unauthorized manipulation.	Yes	42%	42%	
DM7	Your local government has a documented strategy or process to routinely collect community input and qualitative data from residents and other external stakeholders to inform decision-making.	Yes	47%	45%	
DM8	Your local government collects and analyzes data disaggregated by geographic and demographic subgroups to inform decision-making on key citywide priorities.	In Progress*	29%	30%	The response was changed from YES to IN PROGRESS. While the City does have a draft data equity policy and publishes disaggregated data for some datasets on the Open Data portal, the City does not yet have documented demographic standards to ensure these data fields are collected consistent across the organization.
DM9	Your local government has a public-facing documented standard for developing and implementing high-quality data and analytics services citywide.	Yes	9%	7%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.

**Designates core criteria required for Certification*

*Questions indicate they were audited and corrected by the What Works Cities team.

RIGOROUS EVALUATIONS

Your city has achieved 75% of Rigorous Evaluations Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
EVAL1	Your local government has documented and implemented its commitment to the city-wide use of rigorous evaluations (such as an evaluation policy, agenda, budget requirement or funding	In Progress	8%	8%	
EVAL2	Your local government has a regular, sustained process for identifying, launching, and resourcing rigorous evaluations (process, experimental, or quasi-experimental).	Yes	23%	23%	
EVAL3	Your local government has a regular, sustained process for using the results from rigorous evaluations (process, experimental, or quasi-experimental) to make decisions.	Yes	25%	25%	
EVAL4	Your local government has a regular, sustained process for identifying and adapting high-quality, evidence-based programs from outside the city government (e.g. academic researchers, clearinghouses, work of other jurisdictions).	Yes	29%	30%	

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LEADERSHIP & CAPACITY

Your city has achieved 86% of Leadership & Capacity Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
LC1**	Your mayor and/or chief executive consistently communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.	Yes	43%	43%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
LC2	Your mayor and/or chief executive(s) and city leaders regularly use data and evidence to publicly communicate investment or policy decisions and impact of government, and/or stories of progress made as a result.	Yes	42%	42%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
LC3	Your local government trains, upskills, and empowers local government staff in the management and the use of city data to inform decision-making.	Yes	51%	50%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
LC4	Your local government has a designated leader and/or team responsible for implementing citywide performance management practices.	Yes	60%	59%	
LC5	Your local government has a designated leader and/or dedicated team responsible for implementing citywide data strategy, delivery, and governance practices and policies.	Yes	54%	54%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
LC6	Your local government has a designated leader and/or team responsible for ensuring departments are conducting rigorous evaluations (e.g., process, experimental, or quasi-experimental).	Yes	30%	29%	
LC7	Your local government has a designated leader and/or team responsible for applying results-driven contracting strategies to its portfolio of upcoming key procurements, contracts, and/or grants citywide or within departments.	No	30%	30%	

**Designates core criteria required for Certification*

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OPEN DATA

Your city has achieved 100% of Open Data Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
OD1	Your local government has a publicly available, codified open data policy that commits to data transparency and proactive public disclosure of local government data and data practices.	Yes	55%	55%	
OD2	Your local government provides clear "how-to" guidance to help all internal and external users (city staff, residents, businesses, etc.) access, analyze, engage, and use open and shared city data.	Yes	43%	43%	
OD3	Your local government publishes open data to a central, public online location.	Yes	72%	72%	
OD4	Your local government tracks and documents insights about internal and external data users and incorporates user needs into the design and implementation of its data and analytics services and transparency practices.	Yes	32%	31%	

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PERFORMANCE & ANALYTICS

Your city has achieved 80% of Performance & Analytics Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
PA1**	Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them.	Yes	52%	51%	
PA2	Your local government holds performance management meetings during which it reviews data and data analysis, discusses insights, and makes decisions about its strategic goals at least quarterly.	Yes	31%	31%	
PA3	Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.	Yes	40%	40%	
PA4	Your local government has documented policies or practices aimed at harnessing the benefits of automated decision-making (ie. use of algorithms, predictive analytics, artificial intelligence, etc.) while also reducing associated risks, such as the impact of bias on data collection, selection and analysis.	In Progress	2%	2%	
PA5	Your local government has a sustained, regular process for using analysis produced as part of your local government's performance and/or analytics program to inform decisions about resource prioritization or allocation, hiring, and/or equitable service delivery for citywide strategic priorities.	Yes	42%	42%	

*Designates core criteria required for Certification**

*Questions indicate they were audited and corrected by the What Works Cities team.

DATA-DRIVEN BUDGET & FINANCE

Your city has achieved 67% of Data-Driven Budget & Finance Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
BF1	Your local government uses quantitative and qualitative data to align its budget and financial processes (i.e. expenditures, strategic investments, revenue) with strategic priorities and to promote equitable deployment of funds based on the needs of your communities.	Yes	42%	39%	
BF2	Your local government has a sustained, regular process of using analyzed quantitative and qualitative data to inform budget and financial decisions about practices, programs, or policies.	Yes	18%	15%	
BF3	In the past 24 months, your local government has leveraged (allocated or repurposed) new and/or existing funds toward more equitable and evidence-based programs.	In Progress	22%	16%	

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RESULTS-DRIVEN CONTRACTING

Your city has achieved 25% of Results-Driven Contracting Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
RDC1	Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.	In Progress	22%	22%	
RDC2	Your local government uses metrics to measure outcomes or impacts for key procurements (disaggregated by geographic and demographic subgroups when possible), and flag when performance is off track during the course of a contract.	In Progress	11%	11%	
RDC3	Your local government assesses the performance of contractors in order to compare the effectiveness of similar contractors.	In Progress	15%	15%	
RDC4	Your local government uses procurement and contracting approaches that incentivize vendors to work toward your local government's strategic goals defined in the contracts, procurements, and/or grants.	Yes	11%	11%	
RDC5	Your local government actively manages contracts, using disaggregated performance data to achieve desired outcomes, by engaging with contractors at least quarterly during the course of the contract.	In Progress*	7%	7%	This response was changed from YES to IN PROGRESS. It is great that the City actively manages priority custodial and ambulance services contracts as frequently as monthly to quarterly. To fully meet this criterion, the City would also need to demonstrate that disaggregated performance data (where applicable and appropriate) is collected, shared and reviewed with vendors to achieve desired outcomes OR how collected and shared performance data was utilized to identify a challenge and engage with the vendor to design a course correction during the contract term.
RDC6	Your local government reviews vendor performance data to inform future contracting decisions, including the selection of vendors, renewal of contracts, and/or expansion of existing scopes.	In Progress*	9%	9%	The response was changed from YES to IN PROGRESS. Though it appears the RFP shared specifies that the selection of vendors will be decided in part by past performance, it is unclear how past performance data of similar contractors is collected and how materials used to track data for comparing vendor performance are shared across departments and what standard mechanisms are in place to allow to City to allocate or expand an existing scope of work under current contracts, informed by performance.
RDC7	Your local government embeds opening and sharing data throughout the entire procurement process lifecycle in order to increase bid competitiveness and strengthen procurement transparency and accountability.	In Progress	12%	12%	
RDC8	Your local government improves procurement systems to make it easier for vendors to do business with the government, designs contracting opportunities so that more vendors can respond, and/or invests in building vendor capacity.	Yes	29%	30%	

*Questions indicate they were audited and corrected by the What Works Cities team.

STAKEHOLDER IMPACT

Your city has achieved 67% of Stakeholder Impact Criteria.

CERTIFICATION CRITERIA		YOUR CITY'S RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
SI1	Your local government supports efforts to educate, upskill, and activate community members (both individuals and local organizations e.g., civic groups, place-based partners, vendors, service providers) to better understand and use city data and analytics services to deepen community impact.	In Progress*	32%	32%	The response was changed from YES to IN PROGRESS. The user research and interviews to inform the creation of the STR map tool are a great practice to help ensure those that need/want data can properly access it. To fully meet this criterion, the City would also need to demonstrate evidence of staff leading and participating in data trainings for community members (ideally with an annual frequency) and/or results of community-driven collaboration using city open data.
SI2	Your local government develops internal and resident-facing data-driven analytics services that utilize data from the city's data inventory to improve the lives and work of the community and the government.	Yes	38%	36%	Congratulations! Your city made progress on this practice as part of your engagement with the City Data Alliance.
SI3	Your local government uses evidence, and/or insights from organizational data it produces to contribute to a broader knowledge base and to collaborate with and catalyze external partners or stakeholders to do so as well.	Yes	58%	57%	

*Questions indicate they were audited and corrected by the What Works Cities team.

RESIDENT OUTCOME METRICS

To achieve Certification, cities must meet industry standards on at least one of the following resident outcome metrics: high-speed broadband, air quality, or a data-informed city priority.

RESIDENT OUTCOME METRIC	INDICATOR	ESTABLISHED STANDARD	CITY'S PERFORMANCE	DATA SOURCE
High-Quality and Accessible Services	% of households with high-speed broadband connections	Broadband Commission (ITU/UNESCO): By 2025, Broadband-Internet user penetration should reach **75%** worldwide	89%	US Census Data
A Healthy Environment	Estimated average exposure to air pollution (air quality)	WHO Interim Goal: annual average concentrations of PM2.5 (fine particulate matter) should not exceed 10 μg/m3	7.21	US Environmental Protection Agency Data
A Data-Informed City Priority	Nominate a resident outcome metric for your city here!	The metric must be aligned with a UN Sustainable Development Goal		

For more information, please visit:
https://certification.results4america.org/about

UPCOMING LEARNING OPPORTUNITIES

What Works Cities is committed to helping your local government's evidence-based decision-making progress from good to great.

The following recommended next steps should help pave the path to get there and ensure that your local government can continue to advance its practices and create better opportunities for its residents.

What Work Cities recommends the following learning opportunities for your city:

1

Dive into our members-only What Works Cities Certification Community

What Works Cities Community Forum

The WWC Certification Community can help you deepen the track work you completed in the City Data Alliance cohort and purse growth in other areas through customized coaching support, live learning opportunities with expert partners, and a robust resource library.

Check out upcoming learning opportunities here!

2

Update your city's Assessment and share progress updates

What Works Cities Assessment Portal

We encourage you to keep your city's Certification Assessment up-to-date! You can share and track your progress as you advance on additional criteria in real time via the WWC Assessment Portal.

Keep track of your progress here.

3

Build connections with peers doing similiar work in other cities & invite your colleagues to join

What Works Cities Community Forum

Through the What Works Cities Community Forum, you can also stay connected with fellow CDA cohort members and learn from a peer group of city leaders across the America on best practices, tips, and advice on advancing your data practices. All city staff have unlocked free access to the What Works Cities Community Forum! There are dedicated opportunities for a range of roles, seniority levels, and areas of interest. Setting up an account takes just 2 minutes!

Invite your colleagues to join the Community with this registration link.