

Scottsdale, AZ

WHAT WORKS CITIES CERTIFICATION REPORT

May 2019



WHAT WORKS CITIES | FOR MORE INFORMATION PLEASE VISIT [WHATWORKSCITIES.BLOOMBERG.ORG](https://www.whatworkscities.com)

ABOUT WHAT WORKS CITIES

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

Launched by Bloomberg Philanthropies in April 2015, What Works Cities helps local governments across the country improve residents' lives by using data and evidence effectively to tackle pressing challenges.

In its first three years, What Works Cities helped 100 cities use facts to better define problems and make progress in crucial areas, such as health and safety, homelessness, and blight. Those cities are home to more than 31 million residents and have combined budgets exceeding \$104 billion.

What Works Cities has set the national standard of excellence for data-driven, well-managed local government: What Works Cities Certification. By aspiring toward Certification and implementing the program's best practices, cities across the country are more effectively delivering results for residents.

ABOUT CERTIFICATION

What Works Cities Certification is the national standard of excellence for data-driven, well-managed local government.

What Works Cities Certification Tiers

WHAT WORKS CITIES

Silver Certification

51-66% of criteria met

Cities are **GOOD** at understanding data, tracking progress, and using data and evidence to inform decisions

WHAT WORKS CITIES

Gold Certification

67-84% of criteria met

Cities are **GREAT** at understanding data, tracking progress, and using data and evidence to inform decisions

WHAT WORKS CITIES

Platinum Certification

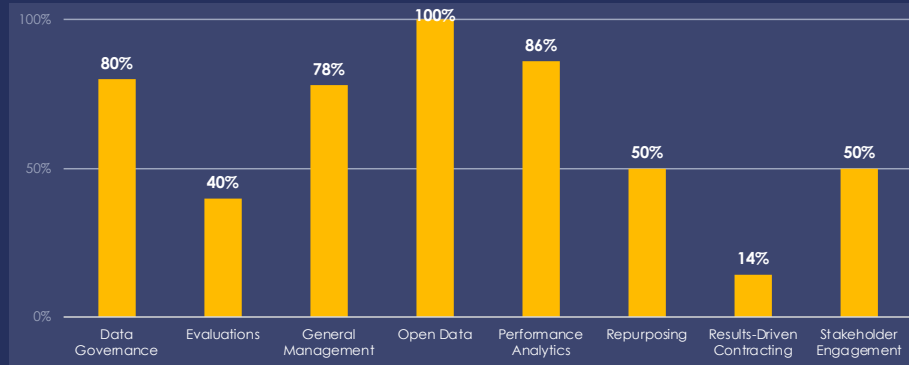
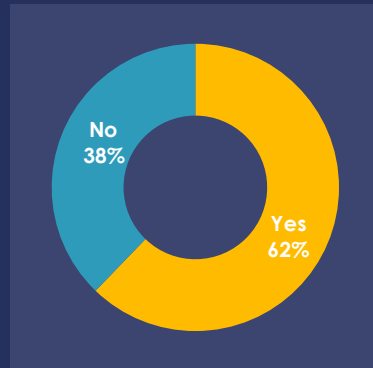
85-100% of criteria met

Cities are **EXEMPLARY** and set the precedent in understanding data, tracking progress, and using data and evidence to inform decisions

What Works Cities Certification helps cities benchmark their progress and develop a roadmap for using data and evidence to drive effective change and deliver results for residents.

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

YOUR STATUS REPORT



Congratulations! You have achieved Silver Certification for 2019 by meeting 62% of criteria.

Thank You!

How Your City Was Assessed



Online Application & Documentation

Cities submit an online assessment and supporting documentation to evaluate and validate their overall performance across 45 criteria.



Certification Report

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



Debrief Call

Cities will have the option to participate in a debrief call. The call will focus on the city's customized path for improvement and further explanation of audited responses.

NEXT STEPS

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 next steps for your city:

1

Provide access to trainings for all local government staff on how to use data and evidence to make decisions.

What Works Cities Academy

All city staff have unlocked free access to the WWC Academy, hosted by the Center for Government Excellence at Johns Hopkins University. The Academy includes a suite of staff learning opportunities and resources that will accelerate your city's practices towards achieving, or advancing on, Certification.

See what courses are offered and register at:
<https://govex.academy/catalog>

Access Code: WWC19ScottsdaleAZ

2

Use data and evidence to publicly communicate the work and impact of government.

What Works Cities Sprints

We recommend that your chief executive and staff join the Comms for Cities: Chief Executives Edition Sprint facilitated by What Works Cities Associate Director Kristin Taylor on June 10, 2019.

To learn more about Sprints, view a full calendar, and register for an upcoming Sprint visit:

<https://whatworkscities.bloomberg.org/sprints/>

3

Define standards, methodologies, and tools to help staff rigorously evaluate practices, programs, and policies.

What Works Cities Sprints

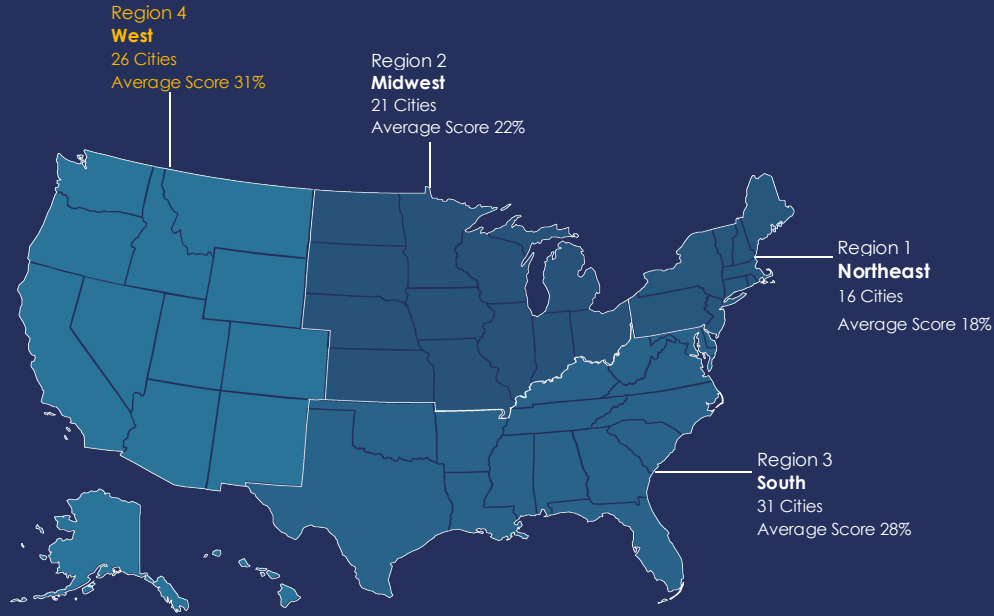
We recommend that you join the Evaluation Foundations Sprint facilitated by the Behavioral Insights Team starting on September 16, 2019.

To learn more about Sprints, view a full calendar, and register for an upcoming Sprint visit:

<https://whatworkscities.bloomberg.org/sprints/>

HERE'S YOUR PLAYING FIELD

13 Certified Cities — Average Score 62%



Participating cities with a population of
30K-100K

15

Participating cities with a population of
100K-250K

40

Participating cities with a population of
250K-500K

21

Participating cities with a population of
500K+

18

HOW DOES YOUR CITY MEASURE UP?

FOUNDATIONAL PRACTICES

A brief explanation of the 8 Foundational Practices.

Data Governance

The active presence of an authoritative body to lead and oversee data inventory in alignment with citywide technical, privacy, and strategic objectives.

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.

General Management

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 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 citizen 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 creating a culture of accountability.

Repurposing

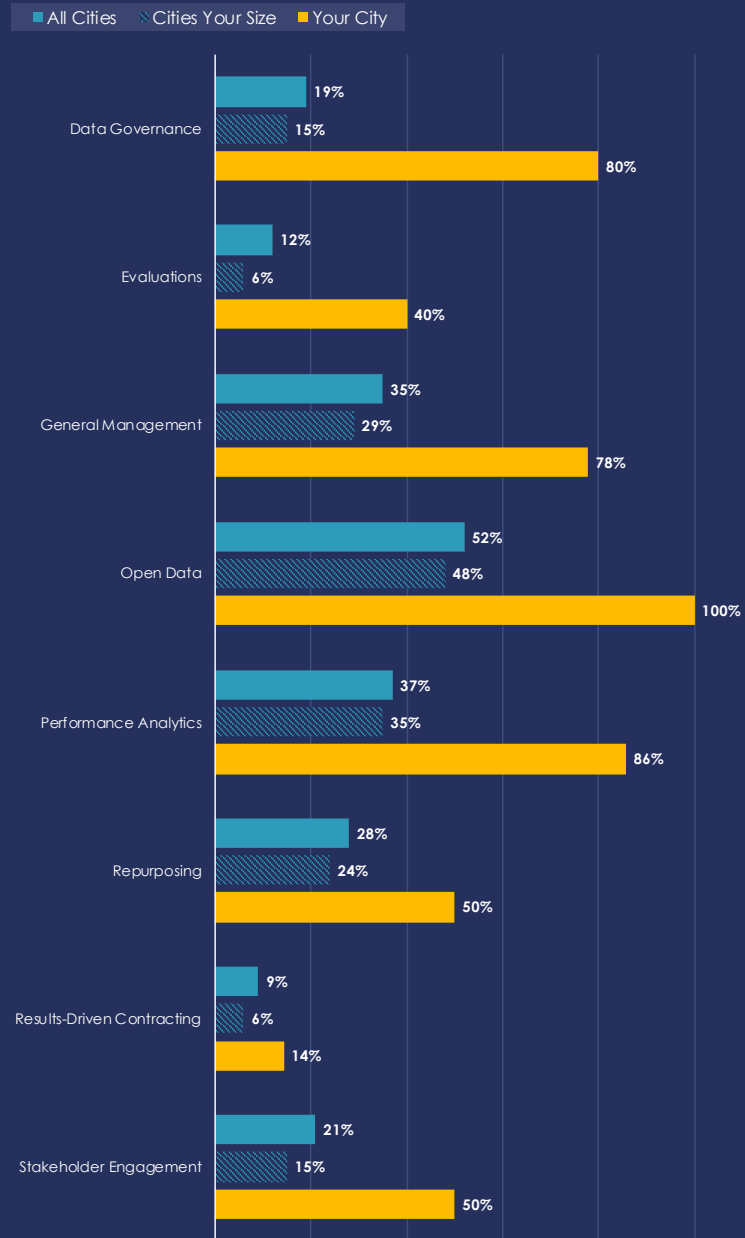
A strategic process that local governments use to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.

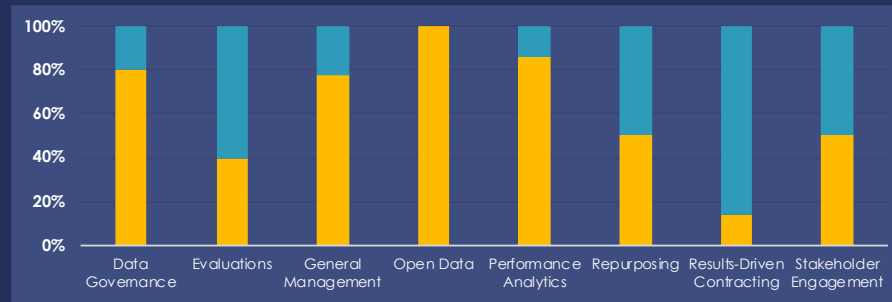
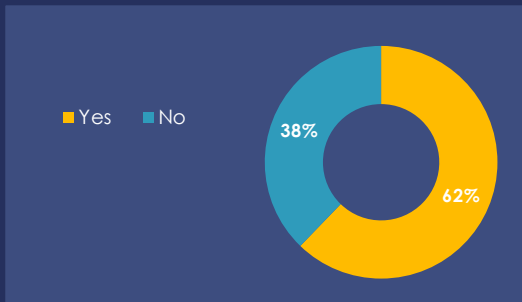
Results-Driven Contracting

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 Engagement

The practice of facilitating opportunities for the community use of open data to solve pressing challenges, going beyond open data policies and portal.





DATA GOVERNANCE

Your city has achieved 80% of Data Governance Criteria.

Benchmarks

All cities have achieved on average 19% of the Data Governance criteria.
 Cities of your size on average have achieved 15% of the Data Governance criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government maintains a detailed and comprehensive data inventory that makes its data more discoverable and accessible.	In Progress*	20%	53%	The answer changed from YES to IN PROGRESS because the inventory submitted is an Open Data inventory and not a comprehensive data inventory. There are more than 140 identified datasets, but it does not cover 80% of the departments in Scottsdale.
Your local government maintains a documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities.	Yes	21%	53%	
Your local government has and carries out documented policies or practices to improve data quality.	Yes	12%	53%	
Your local government has documented policies or practices to protect privacy and confidentiality.	Yes	33%	73%	
Your local government has a documented and user-friendly process to expedite the sharing of data -- including protected data -- both cross-departmentally within the local government and with trusted outside partners.	Yes	11%	47%	

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

EVALUATIONS

Your city has achieved 40% of Evaluations Criteria.

Benchmarks

All cities have achieved on average 12% of the Evaluations criteria.

Cities of your size on average have achieved 6% of the Evaluations criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government has a policy or ordinance that encourages the use of rigorous evaluation methods for practices, programs, and/or policies.	In Progress*	3%	7%	The answer was changed from YES to IN PROGRESS because the city does not have an internal or external policy for evaluations.
Your local government has defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies.	No*	10%	33%	The answer was changed from YES to NO because it was stated at the site visit that the city does not have standards or methodologies used across all evaluations.
Your local government requires that, as a condition of funding, new or renewed programs will be rigorously evaluated.	No*	3%	7%	The answer was changed from YES to NO because it was stated during the site visit that this practices is not done systematically. It is only done by the City Auditor when mandated by council.
In the past 12 months, your local government has launched two or more experimental or quasi-experimental evaluations.	Yes	26%	60%	
In the past 12 months, your local government has used the results from experimental or quasi-experimental evaluations to make different, or to newly justify, decisions.	Yes	24%	67%	

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

GENERAL MANAGEMENT

Your city has achieved 78% of General Management Criteria.

Benchmarks

All cities have achieved on average 35% of the General Management criteria.

Cities of your size on average have achieved 29% of the General Management criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your mayor and/or chief executive communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.	Yes	30%	53%	
Your mayor and/or chief executive uses data and evidence to publicly communicate the work and impact of government.	No*	33%	67%	The answer was changed from YES to NO because it is not clear that the city manager and/or the mayor publicly communicates the work and impact of data-driven decision-making. This includes social, earned, and owned media content.
Your local government regularly uses public communications to share examples of how it is governing using data and evidence and/or stories of progress made as a result.	Yes	35%	80%	
Your local government has a designated leader and/or team responsible for developing and implementing citywide performance management practices.	Yes	53%	87%	
Your local government has a designated leader and/or team responsible for developing and implementing citywide data governance practices and policies.	Yes	55%	87%	
Your local government has a designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations.	Yes	27%	73%	
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	19%	33%	
Your local government provides access to trainings for all local government staff on how to use data and evidence to make decisions.	Yes	32%	60%	
Your local government has documented and carried out strategies to embed, deepen, and/or spread the strategic use of data within and across your government.	Yes	22%	67%	

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

OPEN DATA

Your city has achieved 100% of Open Data Criteria.

Benchmarks

All cities have achieved on average 52% of the Open Data criteria.

Cities of your size on average have achieved 48% of the Open Data criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
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	63%	87%	
Your local government has a documented process for publishing open data.	Yes	33%	80%	
Your local government publishes open data to a central, public online location.	Yes	68%	87%	
Your local government adopts Civic Data Standards.	Yes*	38%	73%	The answer was changed from NO to YES because after further investigation of the open data portal, the city compiles with GTFS data.

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

PERFORMANCE ANALYTICS

Your city has achieved 86% of Performance & Analytics Criteria.

Benchmarks

All cities have achieved on average 37% of the Performance Analytics criteria.

Cities of your size on average have achieved 35% of the Performance Analytics criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them.	Yes	46%	73%	
Your local government holds performance management meetings during which it reviews data, discusses insights, and makes decisions about its strategic goals at least quarterly.	Yes	25%	67%	
Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.	Yes	30%	60%	
Your local government has documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation.	Yes	48%	80%	
Your local government has documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks.	No	1%	7%	
Your local government leaders have the ability to access and incorporate data analysis when necessary for strategic decision-making.	Yes	63%	80%	
Your local government uses analysis produced as part of your local government's performance and/or analytics program to inform decisions about resource allocation, hiring, and/or service delivery.	Yes	34%	80%	

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

REPURPOSING

Your city has achieved 50% of Repurposing Criteria.

Benchmarks

All cities have achieved on average 28% of the Repurposing criteria.

Cities of your size on average have achieved 24% of the Repurposing criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government uses data to align its budget process with its strategic priorities.	No	40%	67%	
Your local government has a documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued.	No	1%	0%	
Your local government has made a different or newly justified budget decision about a practice, program, or policy based on analyzed data.	Yes	58%	73%	
In the past 24 months, your local government has shifted (or begun the process of shifting) funding away from a program that has failed to achieve its desired outcomes toward a new program.	Yes	14%	33%	

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

RESULTS-DRIVEN CONTRACTING

Your city has achieved 14% of Results-Driven Contracting Criteria.

Benchmarks

All cities have achieved on average 9% of the Results-Driven Contracting criteria.

Cities of your size on average have achieved 6% of the Results-Driven Contracting criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.	In Progress*	13%	47%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.
Your local government measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants.	In Progress*	8%	27%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.
Your local government has mechanisms in place to compare the performance of similar contractors and determine which are most effective.	In Progress*	14%	33%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.
Your local government structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals.	Yes*	6%	27%	The answer was changed from NO to YES because it was stated at the site visit that incentives are aligned with strategic goals of the city, specifically in the parks contracts.
Your local government actively manages contracts, using performance data to troubleshoot challenges and achieve desired outcomes, by engaging with contractors at least monthly during the course of the contract.	In Progress*	3%	13%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.
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*	11%	20%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.
Your local government proactively shares data, documents, and information about contracts, procurement, and/or vendor performance, in order to increase bid competitiveness and strengthen procurement transparency and accountability.	In Progress*	14%	40%	The answer was changed from YES to IN PROGRESS because the city is starting their process of shifting contracts to results-driven.

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

STAKEHOLDER ENGAGEMENT

Your city has achieved 50% of Stakeholder Engagement Criteria.

Benchmarks

All cities have achieved on average 21% of the Stakeholder Engagement criteria.

Cities of your size on average have achieved 15% of the Stakeholder Engagement criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL CITIES THAT DO THIS	% OF CERTIFIED CITIES THAT DO THIS	AUDITED RESPONSES
Your local government tracks and documents insights about open data users and open data applications, and incorporates user needs into the design and implementation of its open data and transparency practices.	Yes	17%	53%	
Your local government provides clear how-to guidance to help residents access and use city data.	Yes	25%	67%	
Your local government provides a clear process for partnership and collaboration with data users for the purpose of inviting community members to use public city data to solve pressing community issues.	No	9%	27%	
Your local government supports efforts to educate, activate, or upskill partners (e.g., civic groups, vendors, service providers) to better understand and utilize administrative and performance data to deepen community impact.	No	34%	73%	

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