

# Scottsdale, AZ

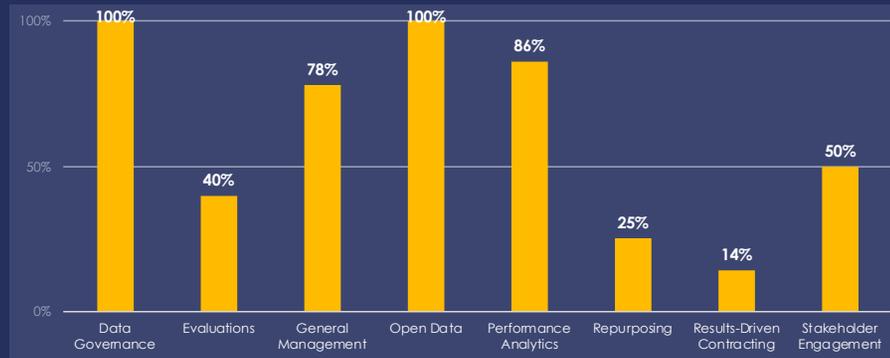
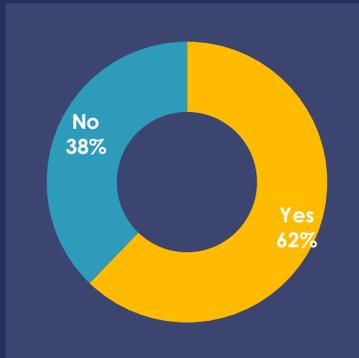
## WHAT WORKS CITIES CERTIFICATION REPORT

May 2020



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

# YOUR STATUS REPORT



Keep it up! Your city has achieved 28 of 45 criteria across eight foundational practice areas.

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.

## 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

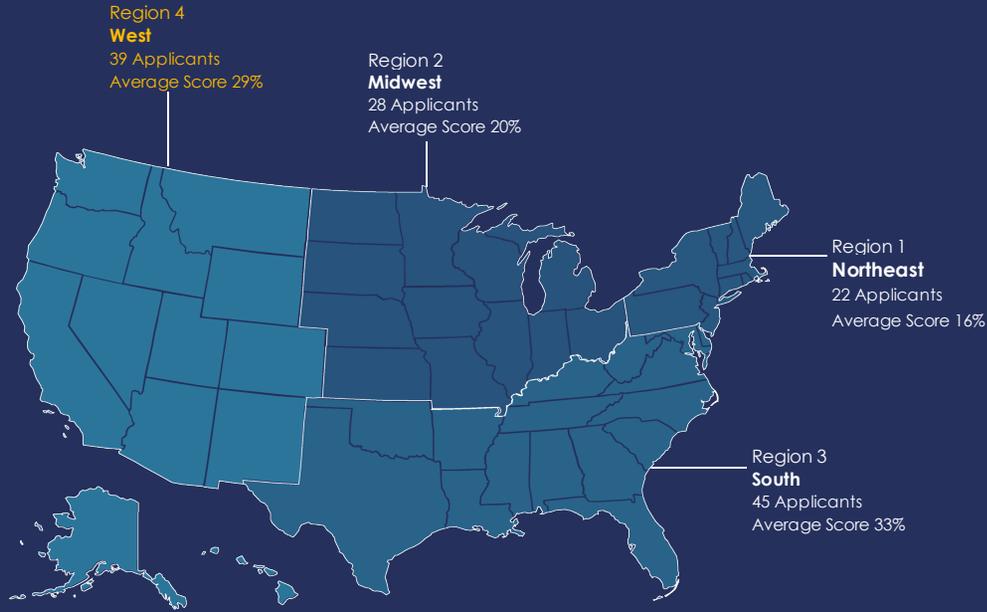
85-100% of criteria met

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.

## HERE'S YOUR PLAYING FIELD



Cities applied with a population of  
**30K-100K**

**32**

Cities applied with a population of  
**100K-250K**

**55**

Cities applied with a population of  
**250K-500K**

**25**

Cities applied with a population of  
**500K+**

**26**

# 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

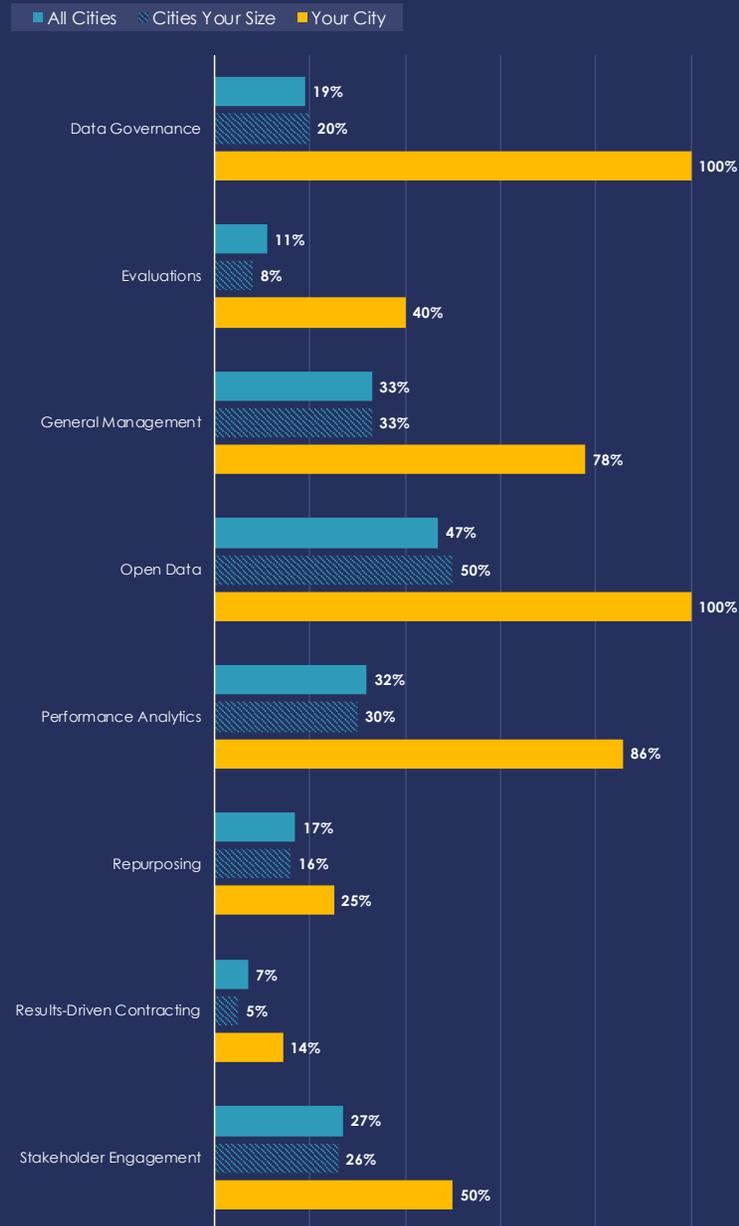
A strategic process that local governments use to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.

### Results-Driven Contracting

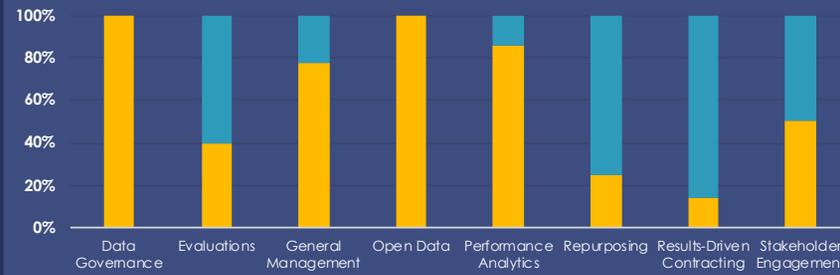
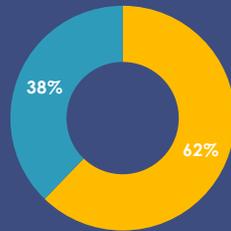
A set of strategies to structure, evaluate, and actively manage contracts strategically, using data to help local governments leverage procurement as a tool to make progress on their highest priority goals.

### 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.



■ Yes ■ No



## DATA GOVERNANCE

Your city has achieved 100% of Data Governance Criteria.

### Benchmarks

All applicant cities have achieved on average 19% of the Data Governance criteria. Cities of your size on average have achieved 20% of the Data Governance criteria.

| CERTIFICATION CRITERIA   | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES |
|--|----------------|--|------------------------------------|-------------------|
| DG1 Your local government maintains a detailed and comprehensive data inventory that makes its data more discoverable and accessible.  | Yes            | 22%                                    | 17%                                |                   |
| DG2 Your local government maintains a documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities.  | Yes            | 27%                                    | 33%                                |                   |
| DG3 Your local government has and carries out documented policies or practices to improve data quality.  | Yes            | 15%                                    | 17%                                |                   |
| DG4 Your local government has documented policies or practices to protect privacy and confidentiality.   | Yes            | 27%                                    | 28%                                |                   |
| DG5 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            | 9%                                     | 6%                                 |                   |

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

# EVALUATIONS

Your city has achieved 40% of Evaluations Criteria.

## Benchmarks

All applicant cities have achieved on average 11% of the Evaluations criteria.

Cities of your size on average have achieved 8% of the Evaluations criteria.

| CERTIFICATION CRITERIA   | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES   |
|--|----------------|--|------------------------------------|---|
| <p>1 EVAL Your local government has a policy or ordinance that encourages the use of rigorous evaluation methods for practices, programs, and/or policies.</p>                         | In Progress*   | 5%                                     | 4%                                 | The response was changed from YES to IN PROGRESS because the administrative regulation and guidebook to institutionalize evidence-based decision making initiatives in the city is still in the process of being finalized.     |
| <p>2 EVAL Your local government has defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies.</p>                             | In Progress*   | 10%                                    | 7%                                 | The response was changed from YES to IN PROGRESS because the city stated on the review call that it does not utilize standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies. |
| <p>3 EVAL Your local government requires that, as a condition of funding, new or renewed programs will be rigorously evaluated.</p>  | No*            | 2%                                     | 0%                                 | The response was changed from YES to NO because the city did not share budget memos or other relevant documents that demonstrate new or renewed programs will be rigorously evaluated as a condition of funding.                |
| <p>4 EVAL In the past 12 months, your local government has launched two or more experimental or quasi-experimental evaluations.</p>  | Yes            | 21%                                    | 17%                                |   |
| <p>5 EVAL 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.</p> | Yes            | 20%                                    | 17%                                |   |

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# GENERAL MANAGEMENT

Your city has achieved 78% of General Management Criteria.

## Benchmarks

All applicant cities have achieved on average 33% of the General Management criteria.

Cities of your size on average have achieved 33% of the General Management criteria.

| CERTIFICATION CRITERIA   | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES  |
|--|----------------|--|------------------------------------|--|
| GM1 Your mayor and/or chief executive communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.   | Yes            | 33%                                    | 41%                                |  |
| GM2 Your mayor and/or chief executive uses data and evidence to publicly communicate the work and impact of government.  | In Progress*   | 22%                                    | 13%                                | The response was changed from YES to IN PROGRESS. To fully meet this criterion, the current mayor and/or chief executive must demonstrate they use data and evidence to publicly communicate the work and impact of government in a minimum of eight media examples across four program/topic areas. At least one such example must have been communicated in the most recent State of the City or equivalent address. |
| GM3 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            | 31%                                    | 33%                                |  |
| GM4 Your local government has a designated leader and/or team responsible for developing and implementing citywide performance management practices.   | Yes            | 58%                                    | 61%                                |  |
| GM5 Your local government has a designated leader and/or team responsible for developing and implementing citywide data governance practices and policies.   | Yes            | 52%                                    | 54%                                |  |
| GM6 Your local government has a designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations.  | Yes            | 23%                                    | 19%                                |  |
| GM7 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             | 25%                                    | 26%                                |  |
| GM8 Your local government provides access to trainings for all local government staff on how to use data and evidence to make decisions.   | Yes            | 35%                                    | 41%                                |  |
| GM9 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            | 18%                                    | 19%                                |  |

\*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 applicant cities have achieved on average 47% of the Open Data criteria.

Cities of your size on average have achieved 50% of the Open Data criteria.

| CERTIFICATION CRITERIA  | FINAL 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            | 53%                                    | 57%                                |                   |
| OD2 Your local government has a documented process for publishing open data.  | Yes            | 31%                                    | 39%                                |                   |
| OD3 Your local government publishes open data to a central, public online location.   | Yes            | 71%                                    | 74%                                |                   |
| OD4 Your local government adopts Civic Data Standards.  | Yes            | 34%                                    | 30%                                |                   |

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# PERFORMANCE ANALYTICS

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

## Benchmarks

All applicant cities have achieved on average 32% of the Performance Analytics criteria.

Cities of your size on average have achieved 30% of the Performance Analytics criteria.

| CERTIFICATION CRITERIA   | FINAL 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            | 46%                                    | 43%                                |                   |
| PA2 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            | 24%                                    | 24%                                |                   |
| PA3 Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.   | Yes            | 29%                                    | 26%                                |                   |
| PA4 Your local government has documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation.  | Yes            | 35%                                    | 35%                                |                   |
| PA5 Your local government has documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks.   | No             | 1%                                     | 0%                                 |                   |
| PA6 Your local government leaders have the ability to access and incorporate data analysis when necessary for strategic decision-making.   | Yes            | 55%                                    | 50%                                |                   |
| PA7 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            | 35%                                    | 39%                                |                   |

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# REPURPOSING

Your city has achieved 25% of Repurposing Criteria.

## Benchmarks

All applicant cities have achieved on average 17% of the Repurposing criteria.

Cities of your size on average have achieved 16% of the Repurposing criteria.

| CERTIFICATION CRITERIA   | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES   |
|--|----------------|--|------------------------------------|---|
| RP1<br>Your local government uses data to align its budget process with its strategic priorities.  | In Progress    | 40%                                    | 41%                                |   |
| RP2<br>Your local government has a documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued.                                       | No             | 2%                                     | 2%                                 |   |
| RP3<br>Your local government has made a different or newly justified budget decision about a practice, program, or policy based on analyzed data.  | In Progress*   | 16%                                    | 9%                                 | The response was changed from YES to IN PROGRESS because the requested documents - (1) the city's documented budget process, informed by data analysis and resident feedback and (2) an example of a new or different budget decision that was made utilizing this process - were not submitted for review. |
| RP4<br>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            | 13%                                    | 13%                                |   |

\*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 applicant cities have achieved on average 7% of the Results-Driven Contracting criteria.

Cities of your size on average have achieved 5% of the Results-Driven Contracting criteria.

| CERTIFICATION CRITERIA   | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES |
|--|----------------|--|------------------------------------|-------------------|
| RDC 1<br>Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.  | In Progress    | 13%                                    | 11%                                |                   |
| RDC 2<br>Your local government measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants.   | In Progress    | 5%                                     | 4%                                 |                   |
| RDC 3<br>Your local government has mechanisms in place to compare the performance of similar contractors and determine which are most effective.   | In Progress    | 13%                                    | 7%                                 |                   |
| RDC 4<br>Your local government structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals.   | Yes            | 3%                                     | 4%                                 |                   |
| RDC 5<br>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%                                     | 2%                                 |                   |
| RDC 6<br>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    | 7%                                     | 6%                                 |                   |
| RDC 7<br>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    | 5%                                     | 2%                                 |                   |

\*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 applicant cities have achieved on average 27% of the Stakeholder Engagement criteria.

Cities of your size on average have achieved 26% of the Stakeholder Engagement criteria.

| CERTIFICATION CRITERIA  | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES |
|---|----------------|--|------------------------------------|-------------------|
| SE1<br>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            | 27%                                    | 30%                                |                   |
| SE2<br>Your local government provides clear how-to guidance to help residents access and use city data.   | Yes            | 34%                                    | 37%                                |                   |
| SE3<br>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.                         | In Progress    | 18%                                    | 11%                                |                   |
| SE4<br>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. | In Progress    | 31%                                    | 28%                                |                   |

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

## 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 learning opportunities are offered and register at:  
<https://wwc.govex.academy/catalog>

2

**Nominate a city representative to join our Certified Cities Working Group**

#### Certified Cities Working Group

For our top-performing cities, many next steps are technology and resource-heavy. We'd love the opportunity to talk with our Certified Cities and collaboratively identify the best next steps for you. The working group will also receive the unique opportunity to take a more hands-on approach in our criteria revision process, which is scheduled to release updated and new criteria to count toward 2022 Certification.

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 May 18, 2020.

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