WHAT WORKS CITIES

Scottsdale, AZ

CERTIFICATION REPORT

THROUGHOUT THIS REPORT YOU WILL FIND...

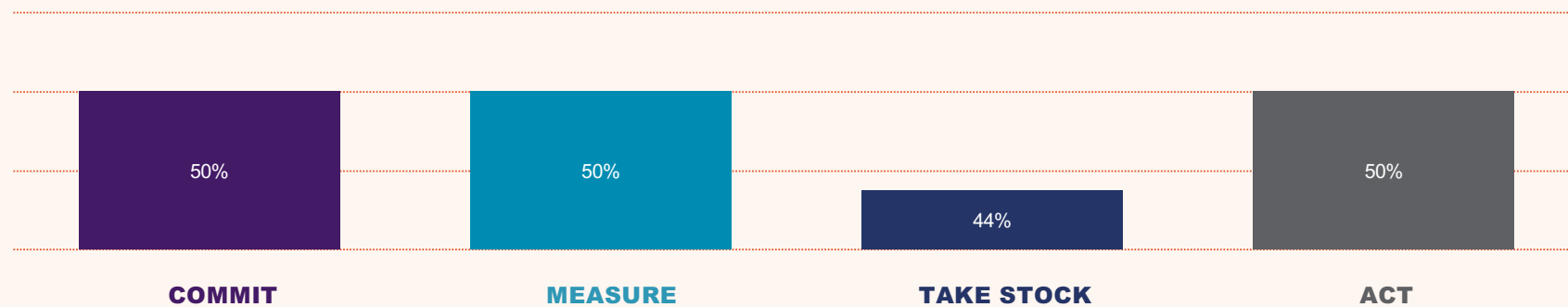# THANK YOU, Scottsdale, AZ!

Here is your Status Report for 2017.

48%

KEEP IT UP! YOU HAVE 48% OF CRITERIA MET ACROSS FOUR COMPONENTS OF THE STANDARD.

COMMIT	MEASURE	TAKE STOCK	ACT
50%	50%	44%	50%

SCOTTSDALE, AZ CERTIFICATION STATUS REPORT

ABOUT WHAT WORKS CITIES

What Works Cities is designed to accelerate cities'
use of data and evidence to improve people's lives.

Launched by Bloomberg Philanthropies in April 2015,
What Works Cities is a national initiative to help mid-
sized American cities enhance their use of data and
evidence to improve services, inform local decision-
making, and engage residents.

What Works Cities Certification has assessed your local
government's practices across a number of criteria
aligned with the What Works Cities Standard—Commit,
Measure, Take Stock, and Act. For each criterion
assessed, your city has earned points that reflect the
presence or caliber of each policy or practice. The
following report aims to help your local government
recognize current initiatives and successes, benchmark
against other What Works certified cities, and
strategically plan for future improvement.

Commit
What Works Cities leaders make
powerful, public commitments to
getting better results for their residents
by using data and evidence.

Measure
City leaders use the data and tools
at their disposal to measure
progress and engage residents
along the way.

Take Stock
City leaders consistently review and
reflect to measure progress, learn, and
make corrections and improvements.

Act
City leaders use data and evidence to
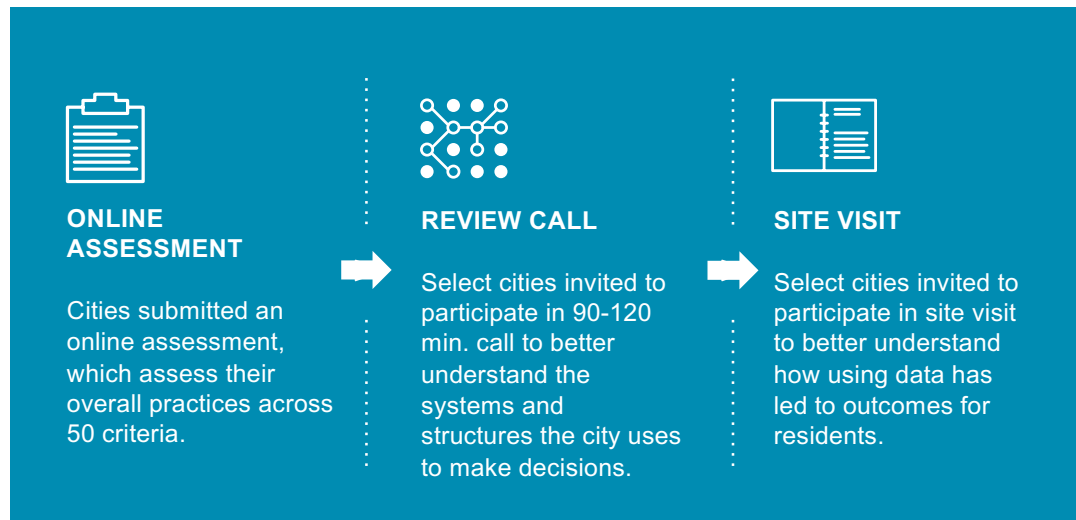inform major decisions and take action.

ABOUT CERTIFICATION

The What Works Cities Standard reflects a set of aspirations and activities that create a strong foundation for the effective use of data and evidence within city government.

City Certification Criteria Assessment

To be evaluated for What Works City Certification, each city was considered on a number of criteria across the four components of the What Works Cities Standard. A comprehensive review of your city's performance across the indicators follows this section and reflects both your local government's estimates as well as any further determinations made by the What Works Cities team following your telephone interview and/or site visit.

How Your City Was Assessed

ONLINE ASSESSMENT

Cities submitted an online assessment, which assess their overall practices across 50 criteria.

REVIEW CALL

Select cities invited to participate in 90-120 min. call to better understand the systems and structures the city uses to make decisions.

SITE VISIT

Select cities invited to participate in site visit to better understand how using data has led to outcomes for residents.

WHAT WORKS CITIES CERTIFICATION TIERS

By rewarding achievements and providing a clear path to excellence, What Works Cities Certification supports local leaders in leveraging what works to deliver unprecedented results for their residents.

WHAT WORKS CITIES SILVER 2017

Silver Certification 52% - 61%

Cities are GOOD at understanding data, tracking progress, and using data and evidence to inform decisions
- Cities achieve at least 52% of the Certification Criteria
- Cities work across 2 components of the What Works Cities Standard

WHAT WORKS CITIES GOLD 2017

Gold Certification 62% - 84%

Cities are GREAT at understanding data, tracking progress, and using data and evidence to inform decisions
- Cities achieve at least 62% of the Certification Criteria
- Cities work across 3 components of the What Works Cities Standard

WHAT WORKS CITIES PLATINUM 2017

Platinum Certification > 85%

Cities are EXEMPLARY and set the precedent in understanding data, tracking progress, and using data and evidence to inform decisions
- Cities achieve at least 85% of the Certification Criteria
- Cities work across all 4 components of the What Works Cities Standard

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. It is through continual improvement that your city will advance to **Silver Certification**.

SCOTTSDALE, AZ:

What Work Cities recommends the following next steps for your city:

COMMIT

1

Categorize data within your city's data inventory according to sensitivity and need for protection, and clearly define what each category means with a classification schema.

Title of Resource
GovExGuide: Dataset Inventory Guidelines

Title of Resource
City Resource: DataSF Data Inventory Guidance

Title of Resource
City Resoure: Washington, DC Open Data Policy Dataset Classification Levels

COMMIT

2

Define time-bound, measurable city-wide strategic goals in your city and make them publicly available.

Title of Resource
GovEx Guide: Performance Management Getting Started Guide

Title of Resource
GovEx Guide: Setting Performance Targets

Title of Resource
Data-Smart City Solutions: Setting Strategic Goals in South Bend, IN

NEXT STEPS

MEASURE

3

Utilize external civic data standards when publishing open data to your city's open data portal.

Title of Resource
City Resource: DataSF Data Standards Reference Handbook

Title of Resource
GovEx Resource: Open Data Standards Directory

Title of Resource
GovEx Resource: Civic Data Standards

MEASURE

4

Institute baseline evaluation standards or evaluation protocols to protect rigor of city-funded evaluations and make them publicly available.

Title of Resource
Low Cost Evaluation: A How To Guide

Title of Resource
City Resource: The Lab @DC on Open Science Framework

MEASURE

5

Define strategic objectives and metrics for desired outcomes for key procurements in the city.

Title of Resource
Government Performance Lab Office Hours: How to Effectively Procure for IT and New Technology

Title of Resource
Government Performance Lab Guide: Outcome and Process Metrics Recommendations Developed for Seattle's Homeless Services Contracts

Title of Resource
What Works Cities Blog Post: Seven Strategies for Engaging Vendors to Improve Contracting Results
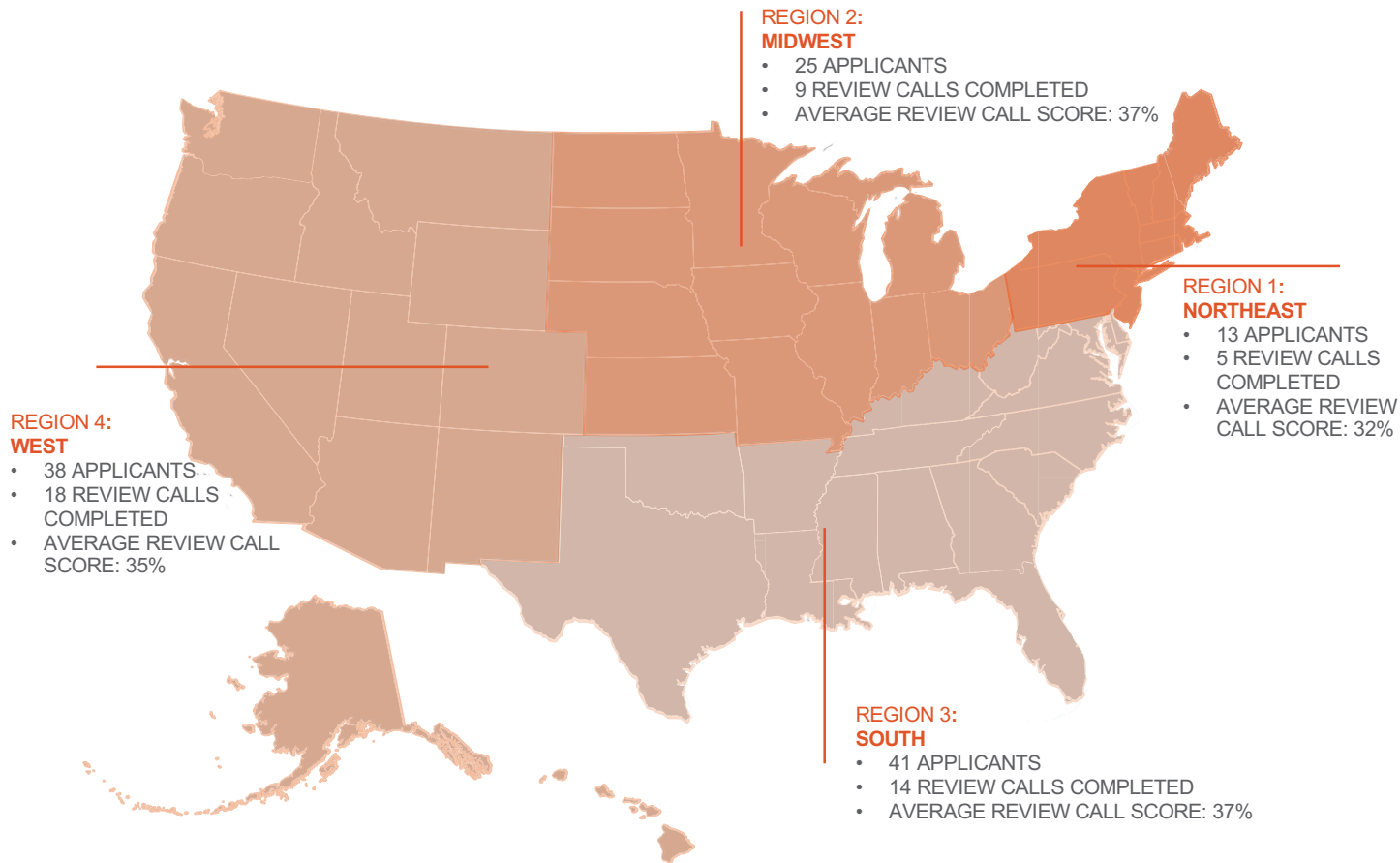
Title of Resource
City Resource: City of Boston RFP's & Resources

HERE'S YOUR PLAYING FIELD:

230+ cities expressed their interest in becoming a What Works Certified City!

117 cities completed assessments and applied to become certified, 46 cities completed Review Calls, and 9 cities advanced to Site Visits.

21
CITIES APPLIED WITH A POPULATION OF 30K – 100K

52
CITIES APPLIED WITH A POPULATION OF 100K – 250K

21
CITIES APPLIED WITH A POPULATION OF 250K – 500K

23
CITIES APPLIED WITH A POPULATION OF > 500K

REGION 2:
MIDWEST
- 25 APPLICANTS
- 9 REVIEW CALLS COMPLETED
- AVERAGE REVIEW CALL SCORE: 37%

REGION 1:
NORTHEAST
- 13 APPLICANTS
- 5 REVIEW CALLS COMPLETED
- AVERAGE REVIEW CALL SCORE: 32%

REGION 4:
WEST
- 38 APPLICANTS
- 18 REVIEW CALLS COMPLETED
- AVERAGE REVIEW CALL SCORE: 35%

REGION 3:
SOUTH
- 41 APPLICANTS
- 14 REVIEW CALLS COMPLETED
- AVERAGE REVIEW CALL SCORE: 37%

HOW DOES YOUR CITY MEASURE UP?
The What Works Cities Standard

The What Works Cities Standard reflects a set of aspirations and activities that create a strong foundation for the effective use of data and evidence within city government. The four components—Commit, Measure, Take Stock, and Act—build on each other and reflect the practices that city leaders have taken on across the United States.
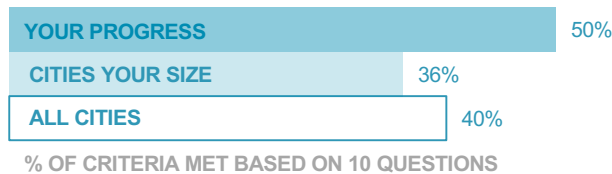
Commit
City leaders make powerful, public commitments to getting better results for their residents by using data evidence.
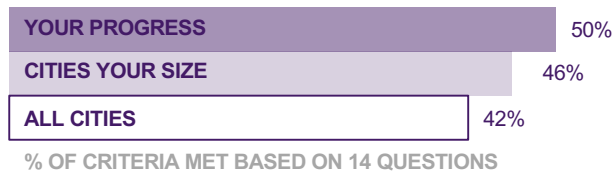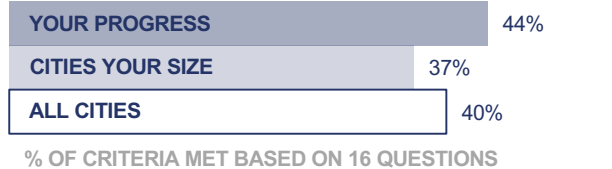
YOUR PROGRESS	50%
CITIES YOUR SIZE	46%
ALL CITIES	42%

% OF CRITERIA MET BASED ON 14 QUESTIONS

Measure
City leaders use the data and tools at their disposal to measure progress and engage residents along the way.

YOUR PROGRESS	50%
CITIES YOUR SIZE	36%
ALL CITIES	40%

% OF CRITERIA MET BASED ON 10 QUESTIONS
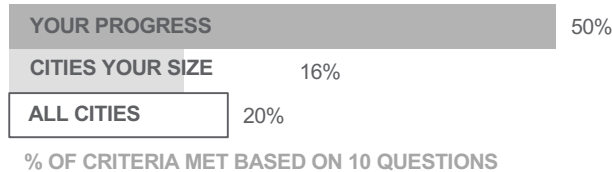
Take Stock
City leaders consistently review and reflect to measure progress, learn, and make corrections and improvements.

YOUR PROGRESS	44%
CITIES YOUR SIZE	37%
ALL CITIES	40%

% OF CRITERIA MET BASED ON 16 QUESTIONS

Act
City leaders use data and evidence to inform major decisions and take action.

YOUR PROGRESS	50%
CITIES YOUR SIZE	16%
ALL CITIES	20%

% OF CRITERIA MET BASED ON 10 QUESTIONS
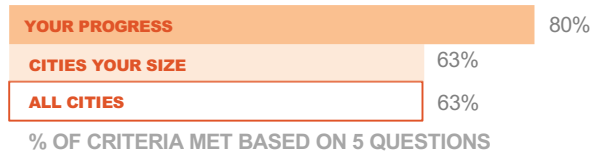
*ALL ABOVE DATA BASED ON CITIES THAT COMPLETED REVIEW CALLS (46)

HOW DOES YOUR CITY MEASURE UP?
The Technical Assistance Framework

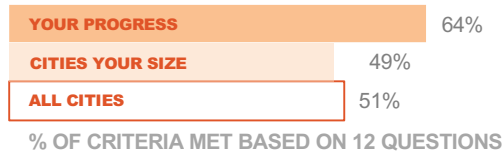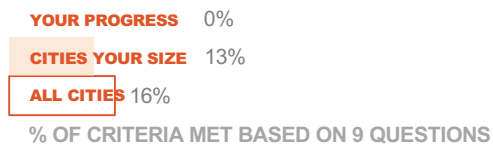**Open Data**

YOUR PROGRESS	90%
CITIES YOUR SIZE	67%
ALL CITIES	64%

% OF CRITERIA MET BASED ON 10 QUESTIONS

Data Governance

YOUR PROGRESS	80%
CITIES YOUR SIZE	63%
ALL CITIES	63%

% OF CRITERIA MET BASED ON 5 QUESTIONS

Performance Analytics

YOUR PROGRESS	64%
CITIES YOUR SIZE	49%
ALL CITIES	51%

% OF CRITERIA MET BASED ON 12 QUESTIONS

Results-Driven Contracting

YOUR PROGRESS	0%
CITIES YOUR SIZE	13%
ALL CITIES	16%

% OF CRITERIA MET BASED ON 9 QUESTIONS

Low Cost Evaluation

YOUR PROGRESS	33%
CITIES YOUR SIZE	4%
ALL CITIES	8%

% OF CRITERIA MET BASED ON 9 QUESTIONS

Repurpose for Results

YOUR PROGRESS	17%
CITIES YOUR SIZE	12%
ALL CITIES	16%

% OF CRITERIA MET BASED ON 5 QUESTIONS

*ALL ABOVE DATA BASED ON CITIES THAT COMPLETED REVIEW CALLS (46)

TECHNICAL ASSISTANCE FRAMEWORK

A brief explanation of the Technical Assistance Framework and its relationship to the Standards.

Open Data
Create sustainable open data systems that promote informed decision-making, transparency, and robust citizen engagement

Data Governance
Create a clear authority and oversight body to lead and oversee data inventory

Performance Analytics
Create a culture of accountability in solving city problems through performance management systems

Results-Driven Contracting
Structure, evaluate, and actively manage contracts strategically, using data to help cities leverage procurement as a tool to make progress on highest priority goals

Low Cost Evaluation
Conduct low-cost, rapid evaluations that allow cities to continually improve programs

Repurpose for Results
Serve residents more effectively with limited resources by shifting funds and resources from ineffective programs and services to those that work

COMMIT

Your city has achieved **50% of Commit** Criteria.

Benchmarks**
- All applicant cities that have been validated have achieved on average 42% of Commit Indicators
- Cities of your size that have been validated have achieved on average 46% Commit Indicators

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
OPEN DATA	Does your local government have a codified open data policy?	Yes	70%	78%
	Does your local government's open data policy call for regular maintenance and at least an annual proactive release of government data online?	Yes	61%	72%
	Does your local government's open data policy require a process to ensure data quality and usability (i.e. Quality Assurance process, publication of metadata, searchable)?	Yes	67%	78%
	Does your local government's open data policy establish a governance structure that calls for actionable steps for city staff and oversight authorities to follow to see the policy through to implementation?	Yes	70%	78%
	Does your local government's open data policy require periodic review for potential changes to the open data policy and system?	Yes	61%	72%
DATA GOVERNANCE	Does your local government have a data governance practice to ensure data quality and usability (i.e. Quality Assurance process, documentation of metadata)?	Yes	67%	78%
	Does your local government classify data according to sensitivity and need for protection?	No	33%	33%

**46 applicant cities have been validated; 18 cities of your size have been validated.

COMMIT

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
PERFORMANCE ANALYTICS	Has your local government defined and made publicly available time bound, measurable citywide strategic goals (e.g., reduce homicide by 20% in three years)?	**No**	**61%**	**61%**
	Does your mayor or chief executive publicly commit to strategic goals and progress toward them?	**Yes**	**85%**	**89%**
	Does your local government have a policy or ordinance establishing a performance management program for the city (e.g., Stat, performance measurement, etc.)?	**No**	**17%**	**11%**
LOW COST EVALUATIONS	Does your local government have a policy or ordinance establishing evaluation requirements for city-funded practices programs, and/or policies?	**No**	**0%**	**0%**
	Does your local government's policy require at least an annual evaluation for the newest city initiatives, programs, and policies?	**No**	**0%**	**0%**
	Does your local government's policy require an evaluation budget for budgetary investments?	**No**	**0%**	**0%**
REPURPOSE FOR RESULTS	Does your local government have a policy or ordinance requiring the modification of practices, programs, and/or policies that have consistently failed to achieve desired outcomes?	**No**	**0%**	**6%**

MEASURE

Your city has achieved **50% of Measure** Criteria.

Benchmarks**

- All applicant cities that have been validated have achieved on average 40% of Measure Indicators
- Cities of your size that have been validated have achieved on average 36% of Measure Indicators

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
OPEN DATA	Does your local government have an open data portal (i.e. a website for making electronic data records accessible in whole or in part to the public)?	Yes	87%	83%
	Does your local government have a written and routine process to determine the release of open data?	Yes	54%	67%
	Does your local government use (where they exist) civic data standards when publishing open data?	No	39%	22%
DATA GOVERNANCE	Does your local government maintain a comprehensive data inventory?	Yes	65%	67%
	Has your local government established or adopted data standards (e.g., address and date formats, preferred geospatial projections)?	Yes	61%	44%
PERFORMANCE ANALYTICS	Does your local government publish progress on city goals on at least a quarterly basis (e.g., via a dashboard, update to city's strategic plan, etc.)?	Yes	43%	44%
RESULTS-DRIVEN CONTRACTING	Does your local government define strategic objectives and desired outcomes for each key procurement?	No	24%	28%
	Does your local government measure outcomes, impacts, and/or cost-effectiveness of at least five key procurements, contracts, and/or grants? (i.e. monitor performance data in real-time and troubleshoot with contractors to achieve the goals of the contract and/or grant)?	No	9%	0%
	Does your local government have an evaluation system or scorecard for key procurements, contracts, and/or grants that facilitate comparison of outcomes across contractors to determine which contractors are most effective?	No	13%	6%
LOW COST EVALUATIONS	Does your local government have publicly available baseline evaluation standards or evaluation protocols to protect rigor of city-funded evaluations?	No	7%	0%

****46 applicant cities have been validated; 18 cities of your size have been validated.

TAKE STOCK

Your city has achieved **44% of Take Stock** Criteria.

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
DATA GOVERNANCE	Does your local government have a designated person or team responsible for managing data?	Yes	89%	94%
PERFORMANCE ANALYTICS	Does your local government have a designated person or team responsible for performance management?	Yes	80%	72%
	Does your local government convene a performance management program (i.e. Stat meetings)?	Yes	63%	61%
	Does your local government have a set schedule for performance management or Stat meetings?	Yes	48%	50%
	Does your mayor or chief executive as well as department commissioners regularly attend performance management or Stat meetings?	No	54%	56%
	Does a senior official with budget and decision-making authority chair these meetings?	Yes	52%	50%
	Has your local government selected specific performance measures as key indicators to highlight and visit on a quarterly basis?	Yes	52%	50%
	Does your local government's performance management program collect and store outcomes and performance data on city contracts?	No	0%	0%

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**46 applicant cities have been validated; 18 cities of your size have been validated.

....

TAKE STOCK

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
RESULTS-DRIVEN CONTRACTING	Does your local government have a dedicated person or team responsible for strategically managing the city's portfolio of most important procurements that are due in the upcoming year?	No	41%	44%
	Is the procurement and contracts function organizationally directly below the local government manager or mayor?	No	28%	22%
	Does your local government structure the procurement and contract process (including selecting the appropriate contract type) to incorporate incentives and align to strategic goals?	No	11%	11%
	Does your local government actively manage ongoing key contracts / grants? That is, does your local government use performance data in real time and trouble-shoot with contractors to achieve the goals of the contract or grant, as needed?	No	9%	6%
LOW COST EVALUATIONS	Does your local government have a designated person or team responsible for managing evaluations?	Yes	24%	17%
	Does your local government have a publicly available or fixed protocol or process for conducting external research and evaluation projects (i.e. data sharing agreements, IRB-style internal review process, etc.)?	No	11%	6%
REPURPOSE FOR RESULTS	Does your local government have senior-level managers empowered to repurpose funds from practices, programs and/or policies that, through rigorous data analysis and evaluation, have consistently failed to achieve desired outcomes?	No	57%	39%
	Does your local government have a written process for determining what action should be taken when a practice, program or policy has consistently failed to achieve its established outcome-based performance targets?	No	17%	11%

ACT
Your city has achieved **50% of Act** Criteria.

Benchmarks**
- All applicant cities that have been validated have achieved on average 20% of Act Indicators
- Cities of your size that have been validated have achieved on average 16% of Act Indicators

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
OPEN DATA	Does your local government have a written process that calls for the public release of data that is relevant to stated city/department goals and objectives, fundamental services, or core mission?	Yes	57%	50%
	Does your local government have a process to receive public data requests and to release data that is responsive to residents' requests?	Yes	76%	72%
RESULTS-DRIVEN CONTRACTING	Does your local government make future contracting decisions based on a contractor's past performance?	No	9%	0%
	Does your local government apply results-driven contracting strategies for your five most important (either tying to high priority goals or representing large dollar amounts) contracts or procurements?	No	0%	0%
LOW COST EVALUATIONS	In the last 12 months, has your local government initiated low-cost or randomized evaluation of priority city programs or services in 5 of the city's largest departments and/or programs?	Yes	13%	6%
	In the last 12 months, has your local government allocated budget specifically designated for evaluation as a condition or sign-off for new projects?	No	4%	0%
	In the last 12 months, has your local government used the results from low-cost or randomized evaluations to make operational or policy changes?	Yes	17%	11%

**46 applicant cities have been validated; 18 cities of your size have been validated.

ACT

	QUESTION	RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS
REPURPOSE FOR RESULTS	In the last 12 months, has your local government used rigorous data analysis and evaluation to publicly identify practices, programs, and/or policies that have consistently failed to achieve their desired outcomes?	**Yes**	**22%**	**22%**
	In the last 12 months, has your local government shifted funds away from a practice, program, or policy that, through rigorous data analysis and evaluation, has consistently failed to achieve desired outcomes toward a more effective and efficient practice, program, or policy?	**No**	**0%**	**0%**
	Has your local government communicated the decision to shift funding based on practices, policies, and/or programs that, through rigorous data analysis and evaluations, are consistently failing to achieve desired outcomes to the public (e.g., residents, customers, elected officials)?	**No**	**0%**	**0%**

AUDITED RESPONSES
Standard Indicators that have been audited and corrected

COMMIT	**DATA GOVERNANCE**	Does your local government classify data according to sensitivity and need for protection?	Answer changed from **YES** to **NO** because the dataset inventory and guide only lists whether dataset contains sensitive information (Answer: Yes or No) and the opportunity to add comments on what the sensitive data is. The data inventory worksheet lists high, medium, low as categories, but no documentation provided defined what these categories mean.
COMMIT	**PERFORMANCE ANALYTICS**	Has your local government defined and made publicly available time-bound, measurable local government-wide strategic goals (e.g., reduce homicide by 20% in three years)?	Answer changed from **YES** to **NO** because measures shared with us and listed publicly on the city's website are department specific, not city-wide, ie., rolling up to a minimum of three city agencies/departments.
COMMIT	**PERFORMANCE ANALYTICS**	Does your local government have a policy or ordinance establishing a performance management program for the city (e.g., Stat, performance measurement, etc.)?	Answer changed from **YES** to **NO** because the language of the policy shared with us sets forth a policy for budgetary performance specifically, but does not establish a performance management program.
COMMIT	**LOW COST EVALUATIONS**	Does your local government have a policy or ordinance requiring evaluation of city-funded practices, programs, and/or policies?	Answer changed from **YES** to **NO** because the city charter and city code establishing the Office of the City Auditor does not outline a protocol on how evaluations are conducted in the city.
MEASURE	**RESULTS DRIVEN CONTRACTING**	Does your local government have an evaluation system or scorecard for key procurements, contracts, and/or grants that facilitate comparison of outcomes across contractors to determine which contractors are most effective?	Answer changed from **YES** to **NO** because examples shared didn't demonstrate that consistent metrics are used to evaluate and compare several similar contractors.

AUDITED RESPONSES

Standard Indicators that have been audited and corrected

MEASURE	**LOW COST EVALUATIONS**	Does your local government have publicly available baseline evaluation standards or evaluation protocols to protect rigor of city-funded evaluations?	Answer changed from **YES** to **NO** because yellow book protocols and standards do not provide starting points or points of reference from which comparisons, evaluation, and target setting can be conducted, nor do they document how the city will run evaluations in advance of launching said interventions.
TAKE STOCK	**RESULTS DRIVEN CONTRACTING**	Is the procurement and contracts function organizationally directly below the local government manager or mayor?	Answer changed from **YES** to **NO** because no person/team was identified as responsible for strategically managing key procurements and contracts due in the upcoming year for the city.
TAKE STOCK	**RESULTS DRIVEN CONTRACTING**	Does your local government actively manage ongoing key contracts / grants? That is, does your local government use performance data in real time and trouble-shoot with contractors to achieve the goals of the contract or grant, as needed?	Answer changed from **YES** to **NO** because examples shared did not demonstrate active contract management, i.e. monitoring performance data to flag problems or opportunities for improvement, physical meetings with contractors to discuss performance issues and brainstorm solutions and institute course corrections on a minimum quarterly basis.
TAKE STOCK	**LOW COST EVALUATIONS**	Does your local government have a publicly available or fixed protocol or process for conducting external research and evaluation projects (i.e. data sharing agreements, IRB-style internal review process, etc.)?	Answer changed from **YES** to **NO** because no publicly available documentation demonstrating a fixed process for conducting external research or data from said research and evaluations being shared within and across departments of your city was provided for review.
ACT	**RESULTS DRIVEN CONTRACTING**	Does your local government make future contracting decisions based on a contractor's past performance?	Answer changed from **YES** to **NO** because the examples provided did not demonstrate that vendor performance is an active evaluation criteria performed in a systematic way either across departments or across multiple contract types.