What Works Cities – Certification Criteria

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

DM1 Implementing Data Strategy and Governance
Your local government maintains a documented list of data strategy and governance responsibilities and meets at least quarterly to carry out those responsibilities.

DM2 Maintaining a Comprehensive Data Inventory
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.

DM3 Sharing Data
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.

DM4 Improving Data Quality
Your local government has and carries out documented policies or practices to improve data quality

DM5 Protecting Data Privacy and Confidentiality
Your local government has documented policies or practices to protect the privacy and confidentiality of government-held data.

DM6 Managing Data Security
Your local government has documented policies or practices to manage the risk of data breach, loss, or unauthorized manipulation

DM7 Qualitative Data Practices
Your local government has a documented strategy or process to routinely collect community input and qualitative data from residents and other external stakeholder to inform decision-making.

DM8 Disaggregated Data for Decision-Making
Your local government collects and analyzes data disaggregated by geographic and demographic subgroups to inform decision-making on key citywide priorities.

DM9 Data Service Standard
Your local government has a public-facing documented standard for developing and implementing high-quality data and analytics services citywide.

Leadership and Capacity: A strong foundation for the effective use of data and evidence starts with the chief executive and leadership routinely accessing data for decision-making and explicitly demonstrating that governing with data and evidence is an organizational expectation.

LC1 Executive Commitment to Data Informed Government
Your mayor and/or chief executive consistently communicates and demonstrates to staff that governing with data and evidence is an organizational practice.

LC2 Use of Public Communications
Your mayor and/or chief executive 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.

LC3 Data Workforce Culture and Trainings
Your local government trains, upskills, and empowers staff in the management and use of city data to inform decision-making.

LC4 Performance Management Leadership
Your local government has a designated leader and/or team responsible for implementing citywide performance management practices.

LC5 Data Leadership
Your local government has a designated leader and/or team responsible for implementing citywide data strategy, delivery, and governance practices and policies.

LC6 Rigorous Evaluation Leadership & Expertise
Your local government has a designated leader and/or team responsible for ensuring departments are conducting rigorous evaluations.

LC7 Results-Driven Contracting Leadership
Your local government has a designated leader and/or team responsible for applying results-driven contracting strategies to its key procurements, contracts, and/or grants.

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

PA1 Selecting and Using Performance Metrics for Strategic Goals and Priorities
Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluated progress toward them.

PA2 Implementing Performance Management
Your local government holds performance management meetings during which is reviews data and data analysis, discusses insights, and makes decisions about its strategic goals at least quarterly.

PA3 Sharing Goals and Progress
Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.

PA4 Evaluating Disparate Impact of Automated Decisions
Your local government has documented policies or practices aimed as harnessing the benefits of automated decision-making while also reducing associated risks, such as the impact of bias on data collection, selection, and analysis.

PA5 Using Analysis in Decisions
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 decision about resource prioritization or allocation, hiring, and/or equitable service delivery for citywide strategic priorities.

Data-Driven Budget and Finance: A strategic practice use to incorporate data and evidence and align strategic priorities and metrics with financial decision and to shift funding and resources from ineffective programs and services to those that are evidence-based and resident-focused.

BF1 Data-Driven Budget and Financial Processes
Your local government uses quantitative and qualitative data to align its budget and financial processes with strategic priorities and to promote equitable deployment of funds based on the needs of your communities.

BF2 Data-Driven Budget and Financial Decisions
Your local government has a sustain, regular process of using analyzed quantitative and qualitative data to inform budget and financial decisions about practices, programs, or policies.

BF3 Leveraging Funds for Outcomes
In the past 24 months, your local government has leveraged new and/or existing funds towards more equitable and evidence-based programs.

Open Data: The practice of proactively making city data publicly available—in whole or in part—and legally open for use. The creation of sustainable open data systems can promote informed decision-making, transparency, and robust resident engagement.

OD1 Open Data Policy
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.

OD2 User Guidance for Open and Shared Data
Your local government provides clear "how-to" guidance to help all internal and external users access, analyze, engage, and use open and shared city data.

OD3 Open Data Portal
Your local government publishes open data to a central, public online location.

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.

EVAL1 Establishing City-Wide Evaluation Commitments
Your local government has documented and implemented its commitment to the city-wide use of rigorous evaluations.

EVAL2 Launching Rigorous Evaluations
Your local government has a regular, sustained process for identifying, launching, and resourcing rigorous evaluations.

EVAL3 Using Rigorous Evaluation Results to Make Decisions
Your local government has a regular, sustained process for using the result from rigorous evaluations to make decisions.

EVAL4 Adapting Evidence-Based Programs
Your local government has a regular, sustained process for identifying and adapting high-quality, evidence-based programs from outside the city government.

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

SI1 Community Data Training and Collaboration
Your local government supports efforts to educate, upskill, and activate community members and organizations to better understand the use of city data and analytics service to deepen community impact.

SI2 Analytics Service Delivery
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.

SI3 Promotion of Data & Evidence
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.

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.

RD1 Defining Goals for Key Procurements
Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.

RDC2 Measuring Outcomes for Key Procurements
Your local government uses metrics to measure outcomes or impacts for key procurements and flags when performance is off track during the contract.

RDC3 Assessing Vendor Performance
Your local government assesses the performance of contractors in order to compare the effectiveness of similar contractors.

RDC4 Structuring Procurements to Support Strategic Goals
Your local government uses procurement and contracting approaches that incentivized vendors to work towards your local government's strategic goals defined in the contracts, procurements, or grants.

RDC5 using Data to Manage Contracts and Improve Outcomes and Performance
Your local government actively manages contracts using disaggregated performance data to achieve desired outcomes, by engaging with contractors at least quarterly during the contract.

RDC6 Making Informed Contracting Decisions
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.

RDC7 Open and Shared Procurement Data
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.

RDC8 Supporting Vendor Participation and Competition
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.