# Glendale, AZ

## WHAT WORKS CITIES CERTIFICATION REPORT

June 2021

# YOUR STATUS REPORT

No 40%

Yes 60%

100% — 100% Data Governance
0% — Evaluations
89% — General Management
75% — Open Data
71% — Performance Analytics
50% — Repurposing
29% — Results-Driven Contracting
50% — Stakeholder Engagement
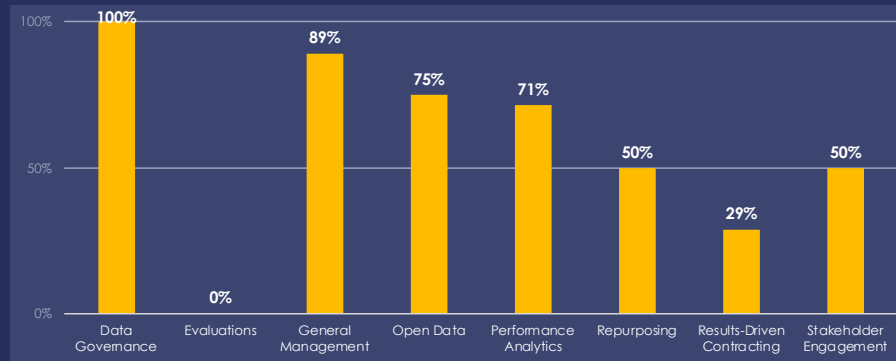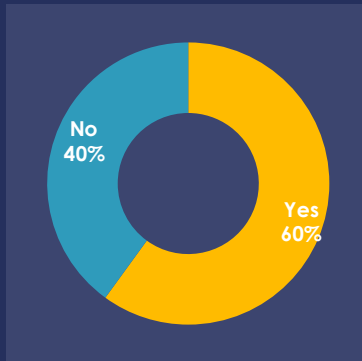
Keep it up! Your city has achieved 27 of 45 criteria across eight foundational practice areas.

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 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.

### 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

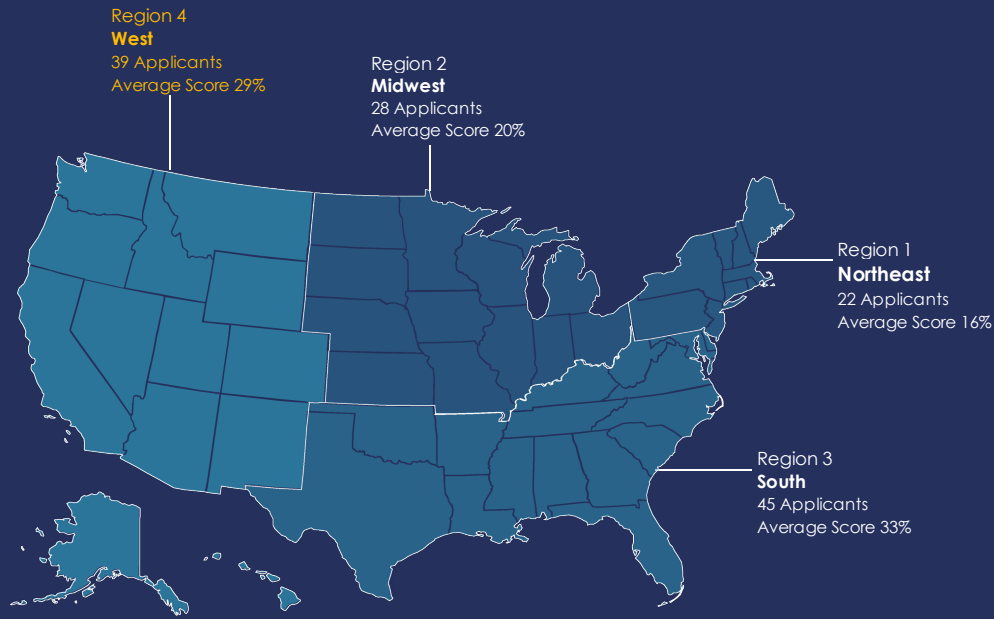**WHAT WORKS CITIES**

**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

# HERE'S YOUR PLAYING FIELD

Region 4
**West**
39 Applicants
Average Score 29%

Region 2
**Midwest**
28 Applicants
Average Score 20%

Region 1
**Northeast**
22 Applicants
Average Score 16%

Region 3
**South**
45 Applicants
Average Score 33%

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.
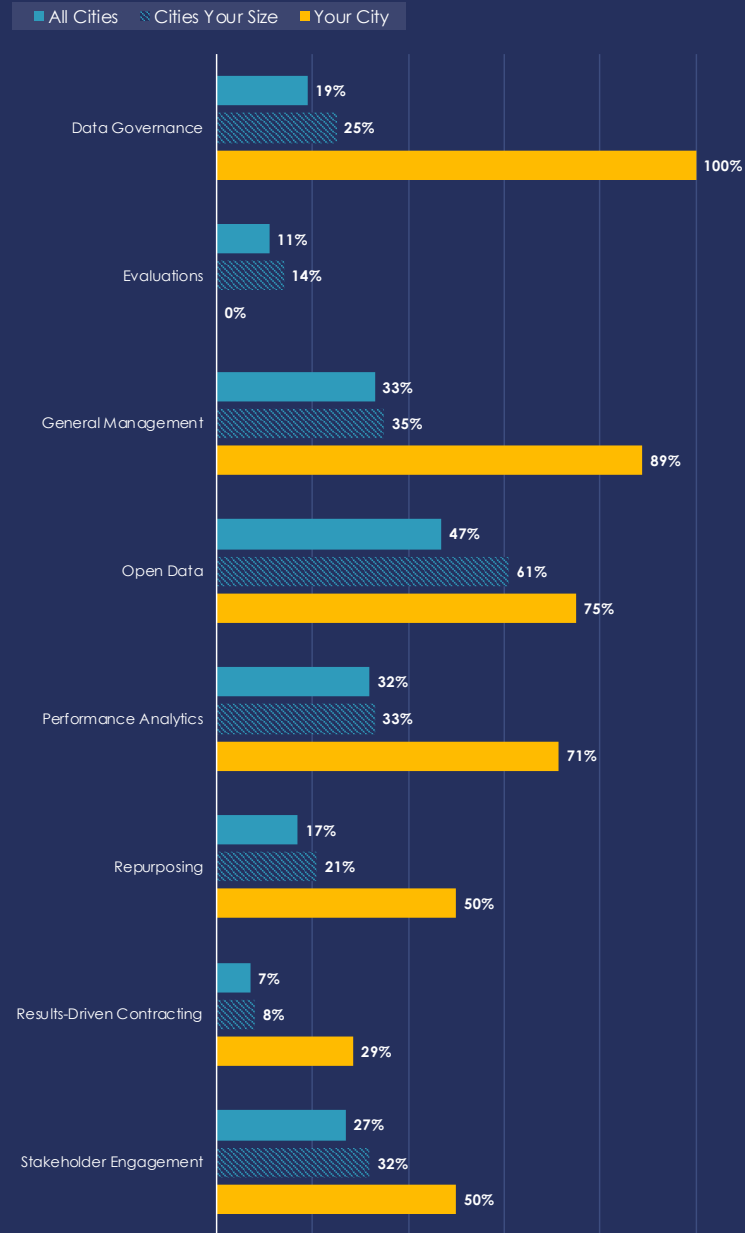
### Repurposing
A strategic process that local governments use to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.
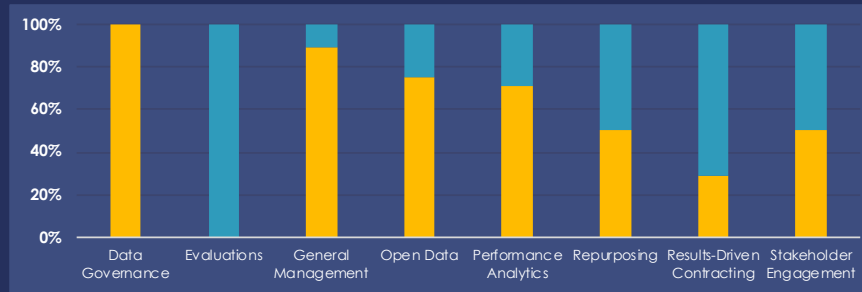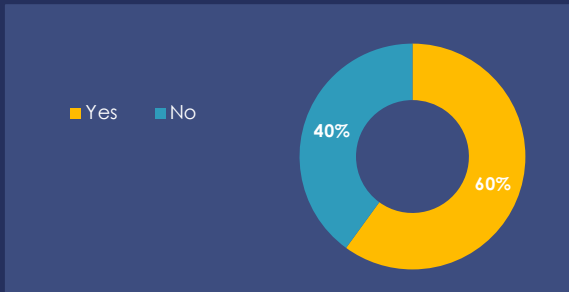
### Results-Driven Contracting
A set of strategies to structure, evaluate, and actively manage contracts strategically, using data to help local governments leverage procurement as a tool to make progress on their highest priority goals.

### 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.

Legend: ■ All Cities  ▨ Cities Your Size  ■ Your City

| Practice | All Cities | Cities Your Size | Your City |
|---|---|---|---|
| Data Governance | 19% | 25% | 100% |
| Evaluations | 11% | 14% | 0% |
| General Management | 33% | 35% | 89% |
| Open Data | 47% | 61% | 75% |
| Performance Analytics | 32% | 33% | 71% |
| Repurposing | 17% | 21% | 50% |
| Results-Driven Contracting | 7% | 8% | 29% |
| Stakeholder Engagement | 27% | 32% | 50% |

- Yes  - No

40%
60%



## 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 25% 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% | 33% | The answer was changed from IN PROGRESS to YES because the city completed a citywide data inventory in 2020. |
| DG2 | Your local government maintains a documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities. | Yes | 27% | 38% | |
| DG3 | Your local government has and carries out documented policies or practices to improve data quality. | Yes | 15% | 19% | |
| DG4 | Your local government has documented policies or practices to protect privacy and confidentiality. | Yes | 27% | 24% | |
| 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% | 14% | |

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

# EVALUATIONS

Your city has achieved 0% of Evaluations Criteria.

**Benchmarks**
All applicant cities have achieved on average 11% of the Evaluations criteria.
Cities of your size on average have achieved 14% of the Evaluations criteria.

| CERTIFICATION CRITERIA | | FINAL RESPONSE | % OF ALL APPLICANT CITIES THAT DO THIS | % OF CITIES YOUR SIZE THAT DO THIS | AUDITED RESPONSES |
|---|---|---|---|---|---|
| EVAL 1 | Your local government has a policy or ordinance that encourages the use of rigorous evaluation methods for practices, programs, and/or policies. | No | 5% | 10% | |
| EVAL 2 | Your local government has defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies. | No | 10% | 19% | |
| EVAL 3 | Your local government requires that, as a condition of funding, new or renewed programs will be rigorously evaluated. | No | 2% | 0% | |
| EVAL 4 | In the past 12 months, your local government has launched two or more experimental or quasi-experimental evaluations. | No | 21% | 24% | |
| EVAL 5 | 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. | No | 20% | 19% | |

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# GENERAL MANAGEMENT

Your city has achieved 89% of 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% | 33% | |
| GM2 | Your mayor and/or chief executive uses data and evidence to publicly communicate the work and impact of government. | Yes | 22% | 33% | |
| 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% | 29% | |
| GM4 | Your local government has a designated leader and/or team responsible for developing and implementing citywide performance management practices. | Yes | 58% | 57% | |
| GM5 | Your local government has a designated leader and/or team responsible for developing and implementing citywide data governance practices and policies. | Yes | 52% | 67% | |
| GM6 | Your local government has a designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations. | No | 23% | 24% | |
| 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. | Yes | 25% | 19% | |
| 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% | 38% | |
| 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% | |

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# OPEN DATA

Your city has achieved 75% 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 61% 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% | 76% | |
| OD2 | Your local government has a documented process for publishing open data. | Yes | 31% | 38% | |
| OD3 | Your local government publishes open data to a central, public online location. | Yes | 71% | 90% | |
| OD4 | Your local government adopts Civic Data Standards. | In Progress | 34% | 43% | |

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# PERFORMANCE ANALYTICS

Your city has achieved 71% of
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. | In Progress | 24% | 33% | |
| PA3 | Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public. | Yes* | 29% | 29% | The answer was changed from IN PROGRESS to YES because Glendale's performance dashboards are now public-facing. |
| PA4 | Your local government has documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation. | Yes | 35% | 38% | |
| PA5 | Your local government has documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks. | In Progress | 1% | 0% | |
| PA6 | Your local government leaders have the ability to access and incorporate data analysis when necessary for strategic decision-making. | Yes | 55% | 62% | |
| 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% | 29% | |

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# REPURPOSING

Your city has achieved 50% of Repurposing Criteria.

**Benchmarks**

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

Cities of your size on average have achieved 21% 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 | Your local government uses data to align its budget process with its strategic priorities. | Yes | 40% | 43% | |
| RP2 | Your local government has a documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued. | No | 2% | 0% | |
| RP3 | Your local government has made a different or newly justified budget decision about a practice, program, or policy based on analyzed data. | No* | 16% | 19% | The answer was changed from YES to NO because the city does not have a documented process, informed by data analysis, to make different or newly justified budget decisions. |
| RP4 | 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% | 24% | |

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# RESULTS-DRIVEN CONTRACTING

Your city has achieved 29% 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 8% 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 | Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants. | Yes | 13% | 10% | |
| RDC 2 | Your local government measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants. | Yes* | 5% | 5% | The answer was changed from IN PROGRESS to YES because the city was able to show the measurement of performance metrics for at least three RFPs. |
| RDC 3 | Your local government has mechanisms in place to compare the performance of similar contractors and determine which are most effective. | In Progress | 13% | 19% | |
| RDC 4 | Your local government structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals. | In Progress | 3% | 5% | |
| RDC 5 | 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% | 5% | |
| RDC 6 | 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% | 5% | |
| RDC 7 | 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. | No | 5% | 10% | |

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# 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 32% 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 | 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% | 29% | The answer was changed from NO to YES because the city has channels for resident feedback and user personas for open development services data. |
| SE2 | Your local government provides clear how-to guidance to help residents access and use city data. | **Yes\*** | 34% | 43% | The answer was changed from NO to YES because the city does publish how-to guidance and contact information on the open data portal. |
| SE3 | 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** | 18% | 19% | |
| SE4 | 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** | 31% | 38% | |

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