

# Portland, OR

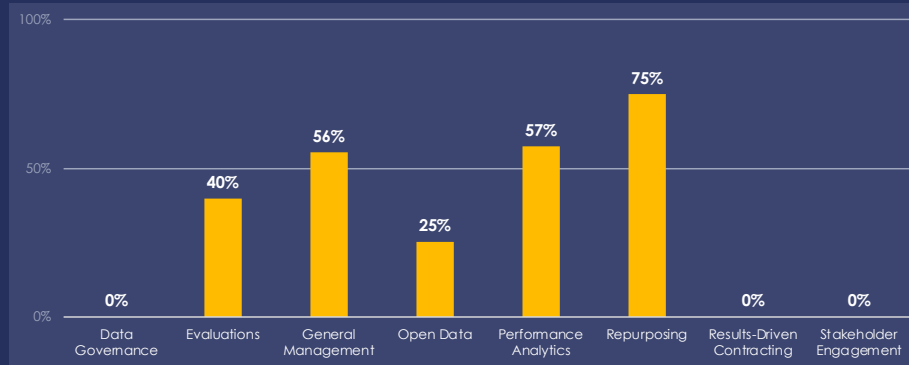
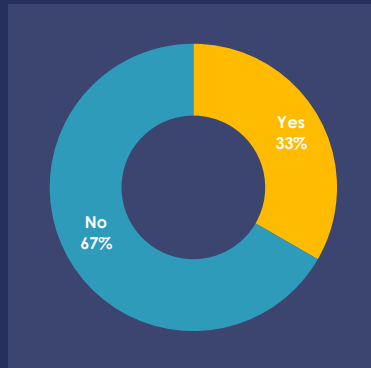
## WHAT WORKS CITIES CERTIFICATION REPORT

March 2019



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

# YOUR STATUS REPORT



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

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

#### WHAT WORKS CITIES

##### Gold Certification

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

#### WHAT WORKS CITIES

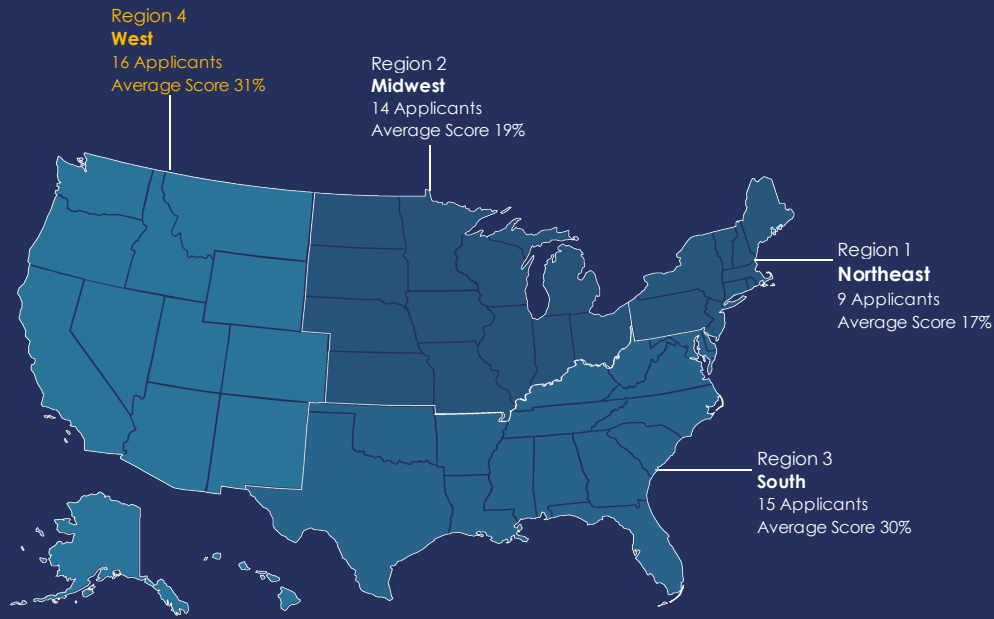
##### Platinum Certification

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**

8

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

27

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

10

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

9

# 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

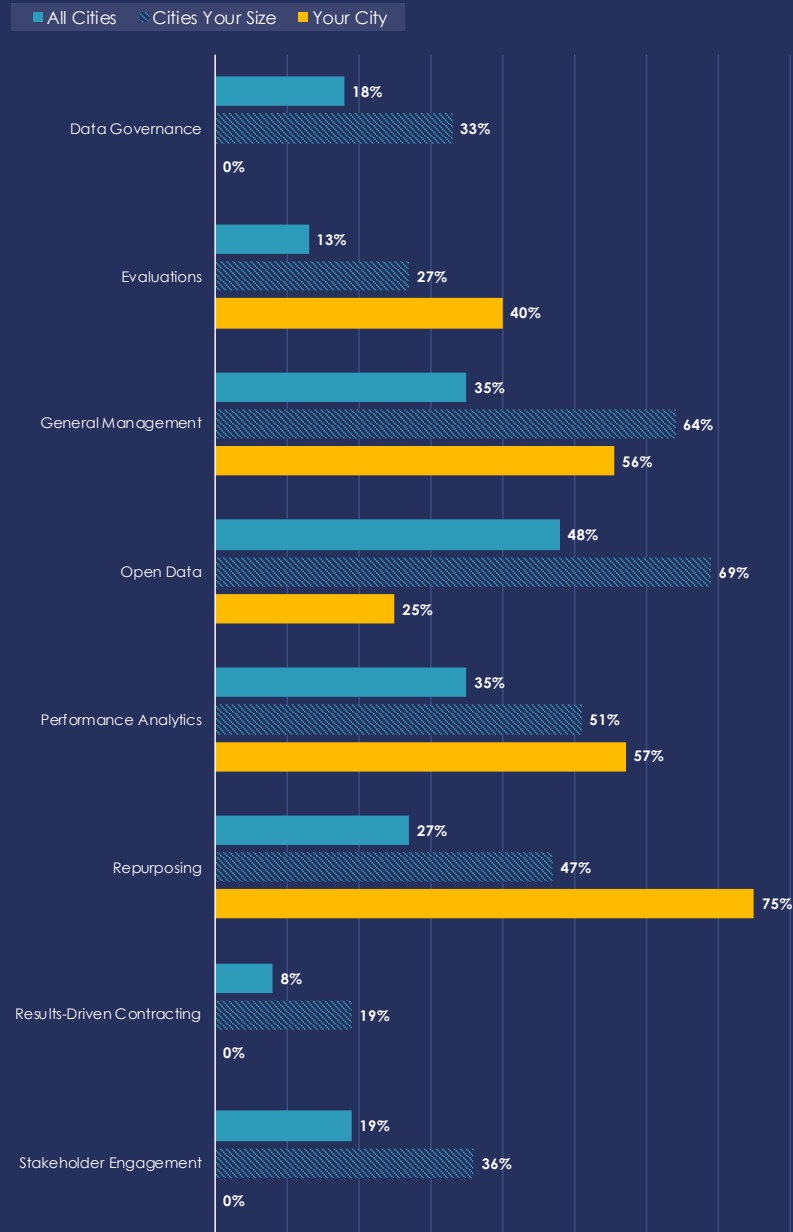
A strategic process that local governments use to shift funding and resources from ineffective programs and services, to those that are evidence-based and resident-focused.

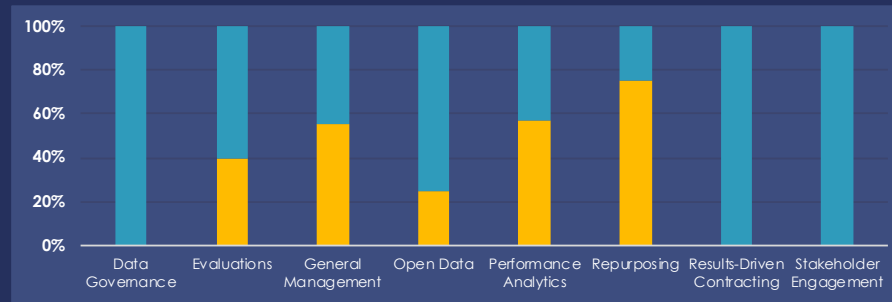
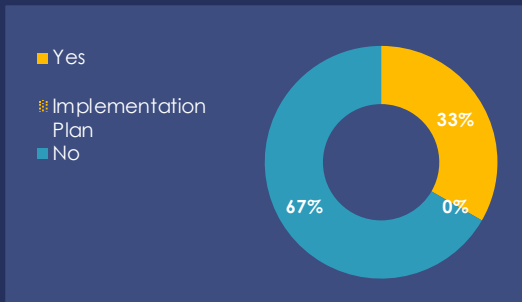
### Results-Driven Contracting

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 0% of Data Governance Criteria.

### Benchmarks

All applicant cities have achieved on average 18% of the Data Governance criteria. Cities of your size on average have achieved 33% 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
Your local government maintains a detailed and comprehensive data inventory that makes its data more discoverable and accessible.	In Progress	23%	33%	
Your local government maintains a documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities.	In Progress	23%	33%	
Your local government has and carries out documented policies or practices to improve data quality.	In Progress	9%	22%	
Your local government has documented policies or practices to protect privacy and confidentiality.	In Progress	32%	67%	
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.	No	11%	11%	

\*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 13% of the Evaluations criteria.

Cities of your size on average have achieved 27% of the Evaluations criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE 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.	No	3%	11%	
Your local government has defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies.	No	10%	33%	
Your local government requires that, as a condition of funding, new or renewed programs will be rigorously evaluated.	No	3%	11%	
In the past 12 months, your local government has launched two or more experimental or quasi-experimental evaluations.	Yes	20%	33%	
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%	44%	

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

## GENERAL MANAGEMENT

Your city has achieved 56% of General Management Criteria.

### Benchmarks

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

Cities of your size on average have achieved 64% 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
Your mayor and/or chief executive communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.	Yes	35%	78%	
Your mayor and/or chief executive uses data and evidence to publicly communicate the work and impact of government.	Yes	40%	78%	
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	43%	78%	
Your local government has a designated leader and/or team responsible for developing and implementing citywide performance management practices.	No*	51%	78%	The answer was changed from YES to NO because no one from the city was identified who leads performance management work.
Your local government has a designated leader and/or team responsible for developing and implementing citywide data governance practices and policies.	Yes*	55%	89%	The answer was changed from IN PROGRESS to YES because the city identified people and roles that lead data governance work.
Your local government has a designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations.	No	27%	56%	
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	21%	44%	
Your local government provides access to trainings for all local government staff on how to use data and evidence to make decisions.	In Progress	35%	44%	
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.	In Progress	24%	33%	

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



## OPEN DATA

Your city has achieved 25% of Open Data Criteria.

### Benchmarks

All applicant cities have achieved on average 48% of the Open Data criteria.  
Cities of your size on average have achieved 69% 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
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	61%	89%	
Your local government has a documented process for publishing open data.	In Progress	31%	67%	
Your local government publishes open data to a central, public online location.	In Progress	67%	78%	
Your local government adopts Civic Data Standards.	In Progress	27%	44%	

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

## PERFORMANCE ANALYTICS

Your city has achieved 57% of Performance & Analytics Criteria.

### Benchmarks

All applicant cities have achieved on average 35% of the Performance Analytics criteria.

Cities of your size on average have achieved 51% 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
Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them.	Yes*	42%	78%	The answer was changed from IN PROGRESS to YES because long-term goals do count toward this criterion.
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	26%	22%	
Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.	Yes	34%	56%	
Your local government has documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation.	In Progress	47%	67%	
Your local government has documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks.	In Progress	0%	0%	
Your local government leaders have the ability to access and incorporate data analysis when necessary for strategic decision-making.	Yes	61%	78%	
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	29%	56%	

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

## REPURPOSING

Your city has achieved 75% of Repurposing Criteria.

### Benchmarks

All applicant cities have achieved on average 27% of the Repurposing criteria.

Cities of your size on average have achieved 47% of the Repurposing criteria.

CERTIFICATION CRITERIA	FINAL RESPONSE	% OF ALL APPLICANT CITIES THAT DO THIS	% OF CITIES YOUR SIZE THAT DO THIS	AUDITED RESPONSES
Your local government uses data to align its budget process with its strategic priorities.	Yes	47%	78%	
Your local government has a documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued.	No	0%	0%	
Your local government has made a different or newly justified budget decision about a practice, program, or policy based on analyzed data.	Yes	57%	78%	
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	18%	33%	

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

## RESULTS-DRIVEN CONTRACTING

Your city has achieved 0% of Results-Driven Contracting Criteria.

### Benchmarks

All applicant cities have achieved on average 8% of the Results-Driven Contracting criteria.

Cities of your size on average have achieved 19% 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
Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.	No*	12%	33%	The answer was changed from YES to NO because the identified goal of the submitted document is too vague to qualify as a strategic goal.
Your local government measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants.	In Progress	5%	11%	
Your local government has mechanisms in place to compare the performance of similar contractors and determine which are most effective.	No	19%	33%	
Your local government structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals.	No*	6%	11%	The answer was changed from YES to NO because there was no mention of citywide goals in the submitted RFP.
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.	No	6%	11%	
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%	11%	
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	14%	22%	

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

# STAKEHOLDER ENGAGEMENT

Your city has achieved 0% of Stakeholder Engagement Criteria.

## Benchmarks

All applicant cities have achieved on average 19% of the Stakeholder Engagement criteria.  
 Cities of your size on average have achieved 36% 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
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.	No	22%	22%	
Your local government provides clear how-to guidance to help residents access and use city data.	No*	22%	56%	The answer was changed from YES to NO because the submitted how-to-guidance is specific to building maps and less about accessing and using city data.
Your local government provides a clear process for partnership and collaboration with data users for the purpose of creating, revising, and/or improving the local government's open data policies and practices.	In Progress	3%	11%	
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	30%	56%	

\*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

#### Technical Assistance

We recommend that you partner with the Government Performance Lab at the Harvard Kennedy School to accelerate your progress towards achieving Results-Driven Contracting criteria, potentially around a homelessness scope of work. We also suggest engaging with Center for Government Excellence at Johns Hopkins University to explore how they can support American Cities Climate Challenge efforts.

2

#### What Works Cities Training Academy

Access the WWC Training Academy, hosted at the Center for Government Excellence at Johns Hopkins University, to support individual staff learning. The newly launched Academy includes a suite of staff learning opportunities and resources that will accelerate your city's practices towards achieving, or advancing on, Certification. For further questions or access to the Academy, please email [govextraining@jhu.edu](mailto:govextraining@jhu.edu)

See whats available and register at:  
[wwc.govex.academy/catalog](http://wwc.govex.academy/catalog)  
Access Code: WWC19PortlandOR

3

#### What Works Cities Sprints

Sprints are two- to eight-week-long opportunities to work with our expert partners and a cohort of peer cities on a variety of foundational data practices. Each Sprint is directly tied to one or more of our Certification criteria, and we recommend you take advantage of **BIT's "Evaluation Foundations"** when it runs in September.

See the link for a full calendar of the Sprints that will be offered in the the coming year.

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

4

#### Team Coaching

Through a team-based coaching approach, work with Results for America (RFA) to pull it all together and plan out a roadmap designed to achieve Certification as well as explore general management best practices to deepen, scale, and sustain the use of data-informed practices in your city. Work with your RFA portfolio manager to schedule and launch team coaching for your city.









