City of Cincinnati
WHAT WORKS CITIES
CERTIFICATION REPORT 2020

ABOUT WWC

What Works Cities helps local governments improve residents' lives by using data and evidence effectively to tackle pressing challenges.

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 helps cities benchmark their progress and develop a roadmap for using data and evidence to drive effective change and deliver results for residents.

This year, **the City of Cincinnati has achieved Silver Certification** for its work in understanding data, tracking progress, and using data and evidence to inform decisions.

FOUNDATIONAL PRACTICES

DATA GOVERNANCE

EVALUATIONS

GENERAL MANAGEMENT

OPEN DATA

**PERFORMANCE & ANALYTICS**

REPURPOSING

RESULTS-DRIVEN CONTRACTING

STAKEHOLDER ENGAGEMENT

CERTIFICATION REPORT

The City of Cincinnati has achieved 29 of 45 criteria across WWC eight foundational practice areas.

Donut chart: NO 36%, YES 64%

Bar chart:
- Data Governance: 100%
- Evaluations: 0%
- General Management: 78%
- Open Data: 100%
- Performance Analytics: 86%
- Repurposing: 25%
- Results-Driven Contracting: 43%
- Stakeholder Engagement: 75%
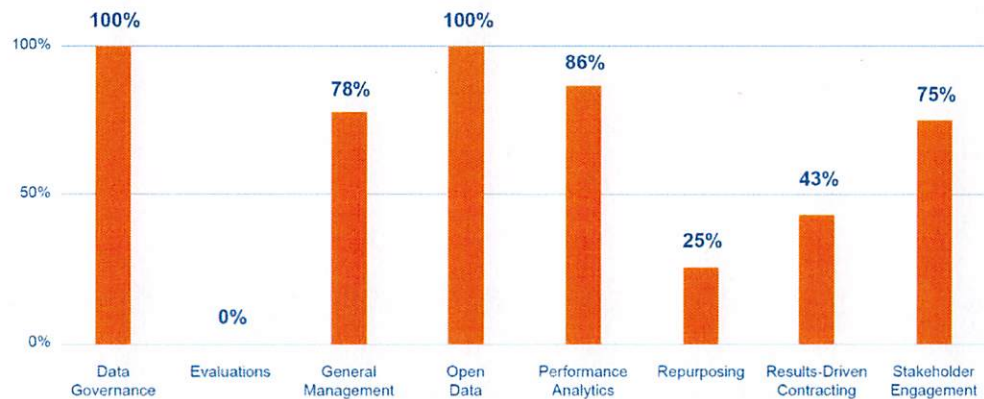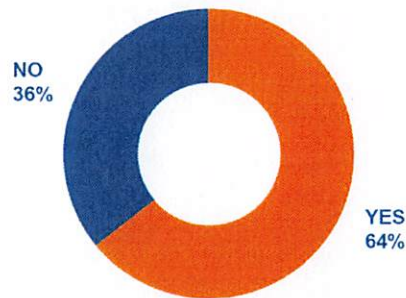
HOW DOES CINCINNATI MEASURE UP?

Cincinnati is part of WWC Region 2 (Midwest) and is among 28 applicants. **The average total score of applicants in the Midwest was 20%**

Cincinnati was one of 26 applicants with a regional population of over 500K.
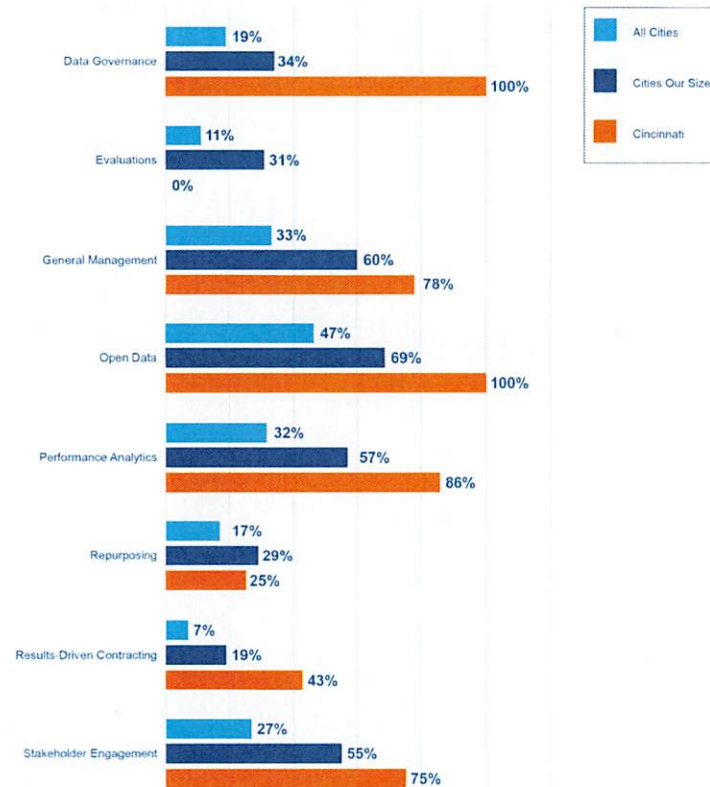
DATA GOVERNANCE

The active presence of an authoritative body to lead and oversee data inventory in alignment with citywide technical, privacy, and strategic objectives.
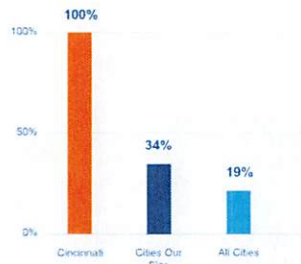
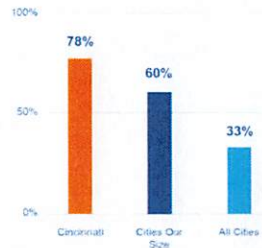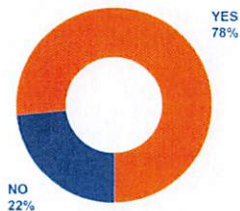| CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Detailed and comprehensive data inventory that makes its data more discoverable & accessible	Yes	22%	38%
Documented list of data governance responsibilities and meets at least quarterly to carry out those responsibilities	Yes	27%	33%
Documented policies or practices to improve data quality	Yes	15%	29%
Documented policies or practices to protect privacy & confidentiality	Yes	27%	52%
Documented & user-friendly process to expedite the sharing of data -- including protected data -- both cross-departmentally within the local government & with trusted outside partners	Yes	9%	19%

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.
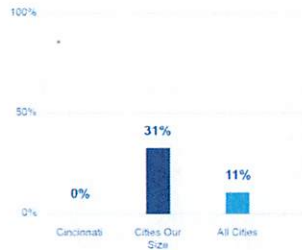
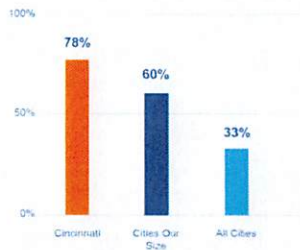| CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Policy or ordinance that encourages the use of rigorous evaluation methods for practices, programs, and/or policies	In Progress	5%	5%
Defined standards, methodologies, or tools to help staff rigorously evaluate practices, programs, and/or policies.	In Progress	10%	24%
Requires that, as a condition of funding, new or renewed programs will be rigorously evaluated	In Progress	2%	10%
Launched two or more experimental or quasi-experimental evaluations in the past 12 months	In Progress	21%	62%
Used results from experimental or quasi-experimental evaluations to make different, or to newly justify, decisions in the past 12 months	In Progress	20%	57%

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.

YES 78%
NO 22%

100%
78%
60%
50%
33%
0%
Cincinnati | Cities Our Size | All Cities

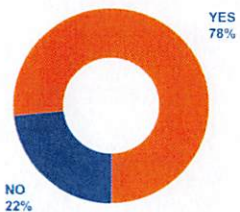| CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Mayor and/or chief executive communicates & demonstrates to staff that governing with data & evidence is an organizational expectation.	Yes	33%	48%
Mayor and/or chief executive uses data & evidence to publicly communicate the work & impact of government	Yes	22%	62%
Regularly uses public communications to share examples of how it is governing using data & evidence and/or stories of progress made as a result	Yes	31%	57%
Designated leader and/or team responsible for developing & implementing citywide performance management practices	Yes	58%	90%

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.
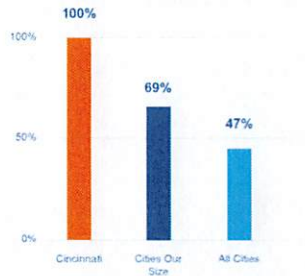

CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Designated leader and/or team responsible for developing & implementing citywide data governance practices & policies	**Yes**	52%	81%
Designated leader and/or team responsible for helping departments conduct experimental or quasi-experimental evaluations	**In Progress**	23%	62%
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%	43%
Provides access to trainings for all local government staff on how to use data & evidence to make decisions	**In Progress**	35%	62%

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. The creation of sustainable open data systems that promote informed decision-making, transparency, and robust citizen engagement.
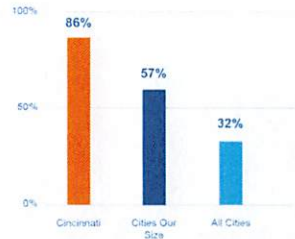
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Publicly-available codified open data policy that commits to data transparency & proactive public disclosure of local government data & data practices	**Yes**	53%	71%
Documented process for publishing open data	**Yes**	31%	43%
Publishes open data to a central, public online location	**Yes**	71%	90%
Adopts Civic Data Standards	**Yes**	34%	71%

YES 100%

100%

100%

50%

0%

69%

47%

Cincinnati | Cities Our Size | All Cities

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.

CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Identifies strategic goals, aligns a diverse set of measures with those goals, & uses data to evaluate progress toward them	**Yes**	46%	86%
Holds performance management meetings during which it reviews data, discusses insights, & makes decisions about its strategic goals at least quarterly	**Yes**	24%	38%
Regularly shares strategic goals, performance measures, and progress toward achieving those goals with the public	**Yes**	29%	57%
Documented policies or practices to manage risk of data breach, loss, or unauthorized manipulation	**Yes**	35%	71%

NO 14%

YES 86%

100%

86%

57%

32%

50%

0%

Cincinnati   Cities Our Size   All Cities

PERFORMANCE & ANALYTICS

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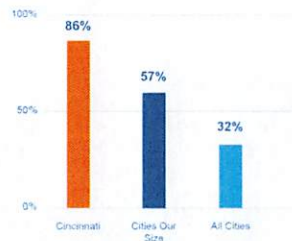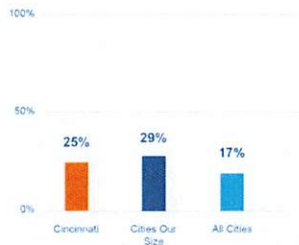
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Documented policies or practices aimed at harnessing the benefits of artificial intelligence (AI) while reducing associated risks	**In Progress**	1%	5%
Ability to access and incorporate data analysis when necessary for strategic decision making	**Yes**	55%	76%
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%	67%

NO
14%

YES
86%

100%

86%

57%

50%

32%

0%

Cincinnati

Cities Our Size

All Cities

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.

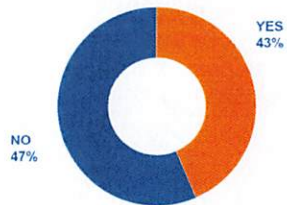| CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Uses data to align its budget process with its strategic priorities	**In Progress**	40%	71%
Documented process, informed by data analysis and resident feedback, for determining when a program should be discontinued	**In Progress**	2%	5%
Made different or newly justified budget decision about a practice, program, or policy based on analyzed data	**No**	16%	29%
Shifted (or begun the process of shifting) funding away from a program that has failed to achieve its desired outcomes toward a new program in the last 24 months	**Yes**	13%	14%

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.
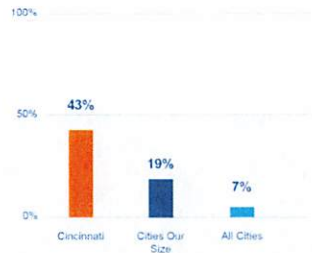
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Defines strategic goals and desired outcomes for key procurements, contracts, and/or grants	**Yes**	13%	29%
Measures outcomes, impacts, and/or cost-effectiveness for key procurements, contracts, and/or grants	**Yes**	5%	19%
Mechanisms in place to compare the performance of similar contractors & determine which are most effective	**In Progress**	13%	38%
Structures procurements, contracts, and/or grants to align the vendor's incentives with the local government's strategic goals	**In Progress**	3%	5%

YES 43%
NO 47%

100%

50%

0%

43%

19%

7%

Cincinnati

Cities Our Size

All Cities

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.

CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
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	3%	10%
Reviews vendor performance data to inform future contracting decisions, including the selection of vendors, renewal of contracts, and/or expansion of existing scopes	Yes	7%	24%
Proactively shares data, documents, & information about contracts, procurement, and/or vendor performance, in order to increase bid competitiveness & strengthen procurement transparency & accountability	In Progress	5%	14%

YES 43%

NO 47%

100%

50%

0%

43% Cincinnati

19% Cities Our Size

7% All Cities

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.
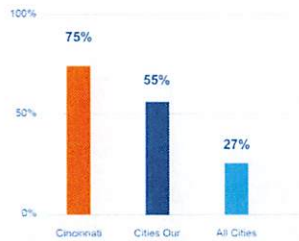
CRITERIA	FINAL SCORE	% OF APPLICANT CITIES THAT DO THIS	% OF CITIES OUR SIZE THAT DO THIS
Tracks & documents insights about open data users & open data applications, and incorporates user needs into the design and implementation of its open data & transparency practices	Yes	27%	52%
Provides clear how-to guidance to help residents access & use city data	Yes	34%	62%
Provides a clear process for partnership & collaboration with data users for the purpose of inviting community members to use public city data to solve pressing community issues	In Progres	18%	52%
Supports efforts to educate, activate, or upskill partners to better understand & utilize administrative & performance data to deepen community impact	Yes	31%	57%

Questions?