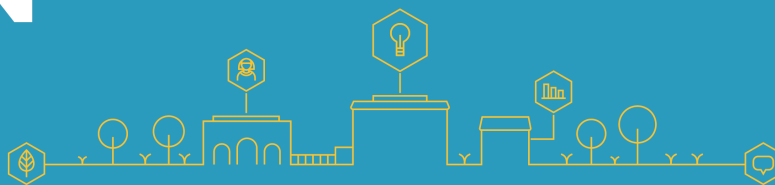




CERTIFICATION




Data Management

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1. Your local government maintains a documented list of data strategy and governance responsibilities and meets at least quarterly to carry out those responsibilities.
 2. 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.
 3. 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.
 4. Your local government has and carries out documented policies or practices to improve data quality.
 5. Your local government has documented policies or practices to protect the privacy and confidentiality of government-held data.
 6. Your local government has documented policies or practices to manage the risk of data breach, loss, or unauthorized manipulation.
 7. Your local government has a documented strategy or process to routinely collect community input and qualitative data from residents and other external stakeholders to inform decision-making.
 8. Your local government collects and analyzes data disaggregated by geographic and demographic subgroups to inform decision-making on key citywide priorities.
 9. Your local government has a public-facing documented standard for developing and implementing high-quality data and analytics services citywide.


Rigorous Evaluations

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1. Your local government has documented and implemented its commitment to the city-wide use of rigorous evaluations (such as an evaluation policy, agenda, budget requirement or funding allocation).
 2. Your local government has a regular, sustained process for identifying, launching, and resourcing rigorous evaluations (process, experimental, or quasi-experimental).
 3. Your local government has a regular, sustained process for using the results from rigorous evaluations (process, experimental, or quasi-experimental) to make decisions.
 4. Your local government has a regular, sustained process for identifying and adapting high-quality, evidence-based programs from outside the city government (e.g. academic researchers, clearinghouses, work of other jurisdictions).

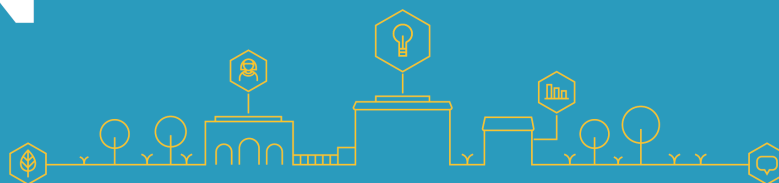
Leadership and Capacity

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1. Your mayor and/or chief executive consistently communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.
 2. Your mayor and/or chief executive(s) 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.
 3. Your local government trains, upsills, and empowers local government staff in the management and the use of city data to inform decision-making.
 4. Your local government has a designated leader and/or team responsible for implementing citywide performance management practices.
 5. Your local government has a designated leader and/or dedicated team responsible for implementing citywide data strategy, delivery, and governance practices and policies.
 6. Your local government has a designated leader and/or team responsible for ensuring departments are conducting rigorous evaluations (e.g., process, experimental, or quasi-experimental).
 7. 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.

Open Data

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1. 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.
 2. Your local government provides clear “how-to” guidance to help all internal and external users (city staff, residents, businesses, etc.) access, analyze, engage, and use open and shared city data.
 3. Your local government publishes open data to a central, public online location.
 4. Your local government tracks and documents insights about internal and external data users and incorporates user needs into the design and implementation of its data and analytics services and transparency practices.

CERTIFICATION



Performance and Analytics



1. Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them.
2. Your local government holds performance management meetings during which it reviews data and data analysis, discusses insights, and makes decisions about its strategic goals at least quarterly.
3. Your local government regularly shares its strategic goals, performance measures, and progress toward achieving those goals with the public.
4. Your local government has documented policies or practices aimed at harnessing the benefits of automated decision-making (ie. use of algorithms, predictive analytics, artificial intelligence, etc.) while also reducing associated risks, such as the impact of bias on data collection, selection and analysis.
5. 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 decisions about resource prioritization or allocation, hiring, and/or equitable service delivery for citywide strategic priorities.

Data-Driven Budget and Finance



1. Your local government uses quantitative and qualitative data to align its budget and financial processes (i.e. expenditures, strategic investments, revenue) with strategic priorities and to promote equitable deployment of funds based on the needs of your communities.
2. Your local government has a sustained, regular process of using analyzed quantitative and qualitative data to inform budget and financial decisions about practices, programs, or policies.
3. In the past 24 months, your local government has leveraged (allocated or repurposed) new and/or existing funds toward more equitable and evidence-based programs.

Results-Driven Contracting



1. Your local government defines strategic goals and desired outcomes for key procurements, contracts, and/or grants.
2. Your local government uses metrics to measure outcomes or impacts for key procurements (disaggregated by geographic and demographic subgroups when possible), and flag when performance is off track during the course of a contract.
3. Your local government assesses the performance of contractors in order to compare the effectiveness of similar contractors.
4. Your local government uses procurement and contracting approaches that incentivize vendors to work toward your local government's strategic goals defined in the contracts, procurements, and/or grants.
5. Your local government actively manages contracts, using disaggregated performance data to achieve desired outcomes, by engaging with contractors at least quarterly during the course of the contract.
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.
7. 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.
8. 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.

Stakeholder Impact



1. Your local government supports efforts to educate, upskill, and activate community members (both individuals and local organizations e.g., civic groups, place-based partners, vendors, service providers) to better understand and use city data and analytics services to deepen community impact.
2. 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.
3. 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.