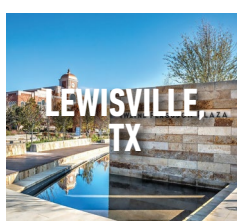
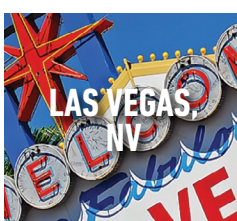
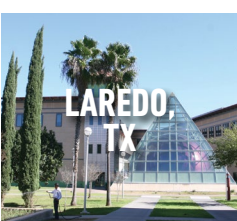
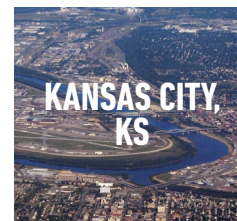
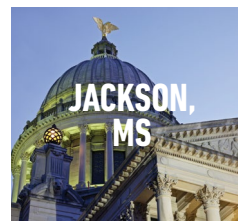
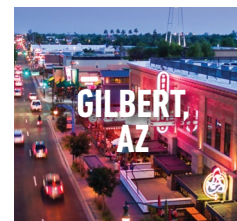
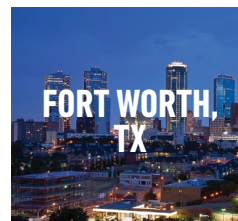
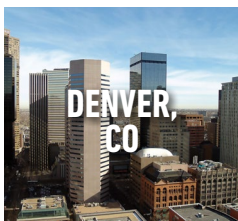
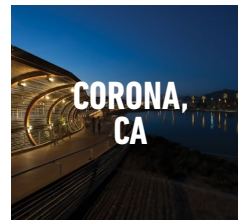
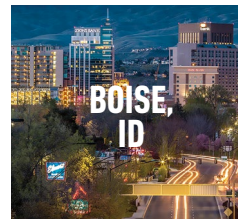
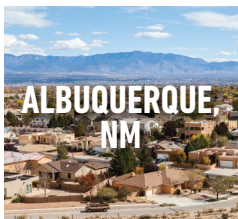




**What Works Cities**

**How local governments are changing lives**





# From the Executive Director

1



What Works Cities (WWC) is a community of forward-thinking city leaders and partner organizations driving toward one goal: to help city residents thrive and reach their full potential. Increasingly, cities are realizing that being effective stewards means using 21st-century governance strategies based on data and evidence. That's where we enter the picture, by providing city leaders with expert technical assistance and ongoing support via our partners. It has been a real pleasure to grow this movement, now 80 cities strong. If you're new to WWC, welcome! If you are one of the many passionate and committed city leaders and frontline practitioners we've been so fortunate to work with across the country, I want to say thank you. You are real changemakers, and we are proud to partner with you to achieve even more for your communities.

We are proud to showcase here the progress

of our cities in driving better outcomes for their residents. They are doing this by using data and analytical thinking to set goals, inform how they make decisions, and gather evidence to enable creativity and innovation. What works, and what doesn't? What could work better? These are the questions that our cities are always asking.

Answering them has led to solutions like addressing homelessness by restructuring contracts so that providers can focus on moving people into permanent housing; gathering and publishing data to ensure equity across city services; and crunching the numbers to locate and protect homes vulnerable to fire. It also means using online surveys, social media, and other civic engagement strategies to build an ongoing dialogue with residents so that city leaders know and address the issues people most care about—and residents trust their cities' efforts to do so.

Over two years, we have supported raising the bar for excellence in this work. In April 2017, Michael R. Bloomberg announced the launch of What Works Cities Certification, the first-ever national program to provide a rigorous benchmark against which cities can assess their use of data-driven programs and policies. Over 200 cities have raised their hand, applying to the program and committing to advance on the path to more effective governance.

As cities deepen their learning and expertise, they are solving each other's challenges every day. We are happy to help cities share those solutions so that no one need reinvent the wheel, accelerating the pace of change and facilitating the transfer of knowledge from city to city.

Cities are striving to be more inclusive, equitably distributing services and ensuring that safe neighborhoods and opportunities for

economic and social mobility are available to all. Economic disparity is a critical issue from coast to coast, and it is one that cities are eager to address. We look forward to being part of those solutions, and many others.

We owe our sincere thanks to so many: former New York City Mayor Michael R. Bloomberg; James Anderson, head of Bloomberg Philanthropies' Government Innovation programs; our WWC Advisors; and—very importantly—our expert partners: the Behavioral Insights Team (BIT), the Center for Government Excellence (GovEx) at Johns Hopkins University, the Government Performance Lab (GPL) at the Harvard Kennedy School, Results for America, and the Sunlight Foundation.

— Simone Brody



## 2 Building a Movement

U.S. cities are increasingly joining the growing what works movement—committing themselves to making data- and evidence-based decisions to improve residents' lives. City halls draw on the technical assistance they receive from our expert partners to make better decisions, boost performance, and address 21st-century challenges with data-driven tools. These achievements are expanding the national conversation and serving as a model for what effective governance looks like.

# 80

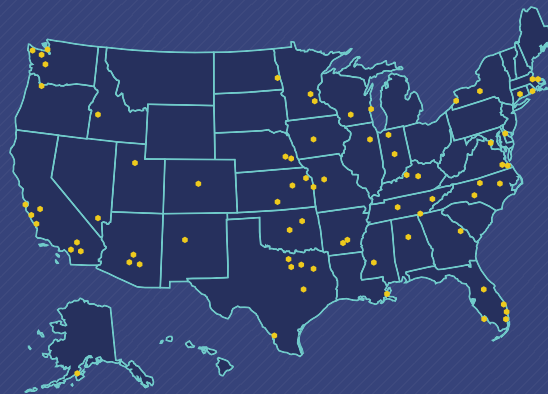
## CITIES PARTNERING WITH WHAT WORKS CITIES

OUR CITIES ARE HOME TO

**26 MILLION PEOPLE**

OUR CITIES HAVE ANNUAL BUDGETS EXCEEDING

**\$92 BILLION**



WWC partners have trained **over 2,500 city leaders** on practices and policies to improve their cities' effectiveness.

**64**  
CITIES

enhancing how data is managed and released

**61**  
CITIES

strengthening performance management programs and analytics

**20**  
CITIES

shifting contracting practices to deliver better results

**15**  
CITIES

conducting low-cost evaluations to improve city services

## WHAT WORKS CITIES CERTIFICATION

WHAT  
WORKS  
CITIES

Like a Good Housekeeping Seal or ENERGY STAR rating for data-driven governance, What Works Cities Certification provides a rigorous benchmark against which cities can assess the effectiveness of their governments. Any city with a population of more than 30,000 is eligible to participate. Just two months after the launch in March 2017, **more than 200 cities from 48 states** had applied and put themselves on the path to Certification.



# Growing a Community

The What Works Community of Cities connects city staff with peers, experts, and resources to accelerate the pace of progress. By coming together online, over the phone, and through in-person events, cities are building relationships and tackling problems together. They are jumpstarting new policies and programs by following each other's successes and learning from each other's challenges.

## WHAT WORKS COMMUNITY OF CITIES

### FACILITATING COLLABORATIVE LEARNING



**What Works Cities on Tour** is a new traveling workshop series for cities to receive additional expert technical assistance from our partners while learning from each other.



The annual **What Works Cities Summit** celebrates the leaders and frontline practitioners driving change in local government, bringing them together to deepen their what works practices.

### SHARING SOLUTIONS FROM CITY TO CITY

#### BOSTON

Using the WWC Slack channel, **Boston, MA**, shared a beta version of its toolkit to empower other cities to build their own version of CityScore, which aggregates key performance metrics into one number for quick assessment of city performance. Fellow What Works city **Providence, RI**, is among municipalities piloting the program.

#### SYRACUSE

**Syracuse, NY**, drew on lessons from **New Orleans, LA**, when rolling out a program to use predictive analytics to preemptively install smoke detectors in high-risk homes to prevent fire fatalities. Syracuse also passed on that knowledge to **Glendale, AZ**.

#### SEATTLE

After connecting with **Seattle, WA**, at the 2017 What Works Cities Summit, **Madison, WI**, is piloting Seattle's 12-week model for implementing performance management.

# Changing the Way Cities Work

The What Works Cities Standard helps cities use data and evidence to inform their actions and improve outcomes. WWC support equips local governments with the tools to make the journey to success and drive meaningful impact in their communities.

## THE WHAT WORKS CITIES STANDARD



### COMMIT

Cities make powerful, public commitments to achieving better results for their residents by using data and evidence.



### MEASURE

Cities collect and use data and tools to measure progress and engage residents along the way.



### TAKE STOCK

Cities consistently review and reflect on the data and evidence they have to learn and make improvements.



### ACT

Cities use data and evidence to inform major decisions and take action to improve outcomes.

ACROSS ALL COMPONENTS OF THE STANDARD

# 100%

OF CITIES ADVANCED IN AT LEAST ONE INDICATOR

# 81%

SHOWED SUBSTANTIAL IMPROVEMENT BY ADVANCING IN AT LEAST HALF OF INDICATORS

## + A FRAMEWORK FOR IMPACT

By taking concrete steps to implement the What Works Cities Standard, cities improve the way they make critical decisions and, ultimately, change residents' lives.



### BUILDING CAPACITY

Cities work with WWC's expert technical partners to expand their ability to effectively collect data and use it to inform decisions, measure progress, increase transparency, and engage residents.



### IMPROVING DECISION-MAKING

Cities use data to make better decisions about how they allocate resources and provide services.



### CHANGING LIVES

Cities spend public dollars more efficiently, deliver stronger programs and services, and make improvements in their residents' lives.



# Spreading the Message

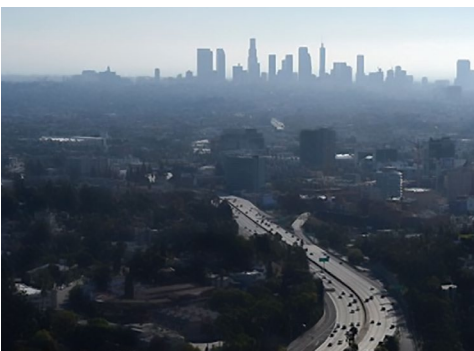
The Washington Post  
Democracy Dies in Darkness

**Bloomberg to give \$42 million to help cities do more with data**



THE HILL

**Time to recognize innovation in city governance**



// Being a part of What Works Cities is pulling us further into the 21st century. //

—Kirk McLean, Lead Analyst, City of Buffalo, NY

//  
Certification is going to be a powerful way cities become more data-driven with the help of @WhatworksCities

—Jennifer Pahlka  
Executive Director, Code for America  
@pahlkadot



//  
Great to see @Bloomberg @WhatWorksCities feature CityScore & @Providence RI's pilot of CityScore as a best practice

—Marty Walsh, Mayor of Boston  
@marty\_walsh



// In all honesty, at the end of the site visit as we were returning to our offices, the City Manager stopped me to say, 'This has been one of the best days I've had as City Manager.' The ideas that WWC represents are things we have been striving for as a City for some time, but without much of a roadmap. //

—Chris McMasters, Chief Information Officer,  
City of Corona, CA

From The Atlantic  
CITYLAB

## In Search of the Smartest City

Can Bloomberg Philanthropies establish a national standard for data-driven governments?



//

Smart use of #data is tricky, but cities have @WhatWorksCities and its new certification to lead the way

—StateScoop  
@State\_Scoop



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CITY LEADER

## Shireen Santosham San Jose, CA

Shireen Santosham's favorite part of being Chief Innovation Officer is "the ability to take a big, hairy problem, bring together diverse players, and help them solve it." Those skills came in handy when the City of San Jose, as part of its Smart City strategy, asked WWC to help the City utilize new low-cost evaluation tools, kick-start its analytics department, and open data to its Silicon Valley community. Santosham and Erica Garaffo, a Data Analytics Lead, worked with WWC partners on increasing the effectiveness of daily operations and boosting departmental decision-making by integrating low-cost evaluations into planning new initiatives and improving existing practice. Additionally, they worked to improve government service delivery via data analytics and [standardize processes](#) to share data openly with residents and city staff. "Bringing together diverse groups of stakeholders and helping them use tech and data to make better decisions—that's been really satisfying," Santosham says.

## BUILDING CAPACITY

### LAS VEGAS: MEASURING RESULTS



It wasn't that Las Vegas was lacking indicators to track and measure progress as city departments served residents. Indeed, every department had multiple measures—some 600 in total, in fact—but many focused on outputs, not outcomes, and they minimally reflected the City's top priorities. "When we had so many measures in every department, it was hard to know what was important," says Victoria

Carreon, Administrative Officer. That changed when Las Vegas began working with WWC partner GovEx at Johns Hopkins University to revamp its performance management system, now called "Results Vegas." The new system aligned departmental goals with the City's four priorities: growing economy, neighborhood livability, community risk reduction, and high-performing government. Results Vegas is breaking down silos across city hall by uniting departments around common goals and bringing them together to discuss progress. In December 2016, Las Vegas launched a [web portal](#) that allows residents to follow that progress, too. "We want the public to see what our major priorities are and to be able to track our progress and hold the City accountable and to know we are tackling the tough issues," Carreon says. "By making our goals public, we hope to

build and maintain momentum for innovation and change within our City."

### SYRACUSE: SHARING DATA



Syracuse has recently been working with WWC to pass a formal open data policy, while also galvanizing community interest in its municipal data by cultivating contacts with local nonprofits and other community stakeholders. These local organizations now meet regularly to discuss the data they need for their own projects. For example, the Community Foundation wants data on housing code violations, the age of housing stock, and simi-

2015

APRIL: WWC  
is launched



APRIL: WWC  
partners head  
to Tulsa, OK, for  
first site visit



JUNE: Mesa, AZ, becomes  
first city to sign  
agreement with WWC

JUNE:  
112 cities  
(40 percent  
of eligible  
cities) apply  
to WWC  
in first 6  
weeks



AUGUST: First 8 cities [announced](#)



SEPTEMBER: Jackson, MS,  
becomes first [What Works city](#) to  
sign an open data policy



lar information to inform its giving around the amelioration of lead paint. Sam Edelstein, Chief Data Officer, says the City's data can help pinpoint specific blocks within census tracts, making it possible to target very specific areas within Syracuse's impoverished neighborhoods with information, including vacant houses, the location of crimes, and code violations. Says Edelstein: "We're all constantly working on ways to resolve issues, and we're interested in outcomes and metrics. The non-profits want to track the returns on grants they make, and they've indicated that having more consistent, updated access to data would be helpful to narrow down where they may want to make grants. The data get us all on the same page. We

*"The data get us all on the same page."*

—Sam Edelstein,  
Syracuse, NY

can't solve poverty, but we might be able to fix specific problems on specific streets."

#### DURHAM: CUTTING RED TAPE



As every home or small business owner knows, obtaining building permits can be time-consuming and frustrating. To counter this challenge, the City of Durham opened a new [Development Services Center](#) (DSC) in April 2017, bringing together over 20 city and county departments, state agencies, and advisory boards in a one-stop shop on the ground floor of City Hall. Residents can meet with customer service specialists and obtain information on the processes, time, and cost involved in getting a project

plan approved. In addition to the in-person services, the City launched a DSC website to answer common questions. To set DSC up for long-term success, the City sought input from residents as well as from nearby Charlotte and Raleigh, two fellow What Works cities with similar centers. Partnering with WWC, Durham developed goals for DSC and set up mechanisms to measure progress. "Data and analysis will help us track how the Center is running and identify areas for improvement," says Patrick Young, Director of Durham City-County Planning Department/DSC Manager. All entities now housed in the Center will meet quarterly to hold each other accountable for driving success. As Durham welcomes unprecedented growth, the DSC is a testament to the City's efforts to provide a higher level of customer service for residents and to foster a more business-friendly community.



CITY RESIDENT

## Seth Etter Wichita, KS

Software engineer Seth Etter, a civic technology enthusiast in Wichita, was delighted when city officials reached out to the new Code for America chapter in town, Open Wichita, as soon as it opened in 2015. City leaders asked how they could support the group, which is devoted to helping to solve community problems and increasing government transparency. Open Wichita had a ready answer: Adopt an open data policy. "We can act as advocates, but at the end of the day, we have to have buy-in from the City," Etter says. Open Wichita also recommended that the City [invite public comment](#) on the draft [policy](#); again, the City agreed, and more than 120 comments were received. The policy was passed in September 2016, a product of the City's collaboration with WWC partner the Sunlight Foundation, as well as Open Wichita. Etter now works with the OpenGov Foundation, but still devotes a lot of his spare time to the civic tech group. "It's rewarding to know that the time and effort I'm putting in day to day are going toward things that can be hugely beneficial to a lot of people," he says.



**DECEMBER:** 13 new cities join WWC, including Tacoma, WA

## Forbes

**DECEMBER:** Forbes names WWC one of the "biggest philanthropic bets on social change from 2015"

2016

**JANUARY:** Randomized control trials lead 386 low-income residents to sign up for free medical checkups in New Orleans, LA

**FEBRUARY:** Jackson, MS, reduces timeframe for hiring new employees from 45 to 20 days



**MARCH:** WWC establishes Advisory Board



CITY LEADER

## Robert Marshall Naperville, IL

Naperville Police Chief Robert Marshall has [made it a top priority](#) to provide data to the community. He's especially proud of the launch of an [interactive map](#) that allows residents to view public safety incidents in their neighborhoods. He's also worked on using data and predictive analysis to better deploy police resources. "We dramatically changed how we train our police officers after researching training methods and examining data related to police litigation, complaints, injuries, and use of force, among other things," Marshall says. Data review also led to the establishment of a team to respond to an increase in [mental health calls](#) with more focused communication, de-escalation, and follow-up care. Marshall, who entered policing to be of service to others, says that, as Chief, he most enjoys "advocating for and providing police employees with the best resources and best practices so they can provide top quality police services." Since working with WWC partners to establish an [open data policy](#), Naperville has looked to open its data to engage the public and track progress on other initiatives.

## IMPROVING DECISION-MAKING

### 10+ CITIES TACKLE POLICE DIVERSITY

There's a lot at stake for police departments working to rebuild trust with their communities following incidents like officer-involved shootings. Many forces are committing to recruiting more diverse forces that are reflective



of the communities they serve. WWC partner BIT is supporting more than 10 cities across the country to use randomized control trials to determine what

recruitment messaging is most effective in getting more people of color and women to apply. In [Chattanooga](#), the first city to partner with BIT on this work, Mayor Andy Berke strongly supported the effort. Trials revealed that messages emphasizing the challenge of the job and the career benefits of joining the police

*"We need a police force that looks like the citizens it serves."*

—Andy Berke, Mayor of Chattanooga, TN

department tripled the likelihood of applying compared to the control. These messages were especially effective for people of color, quadrupling the likelihood that they would apply. This resulted in the most diverse pool that Chattanooga had experienced. The

opportunity for departments to work with one another provides advantages, such as messaging that's successful in one city being tested in another. The cohort also includes Fort Worth, Little Rock, Scottsdale, South Bend, Tacoma, and Washington, D.C., to name a few.

### ST. PAUL: MAKING HOUSING SAFER



After a new ordinance shifted oversight of some 12,000 residential rental properties to Saint Paul's Department of Safety and Inspections (DSI), staff [struggled](#) to keep up with the nearly 200 percent workload increase. Ap-

2016

What Works Cities Brief:

The City Hall Data Gap



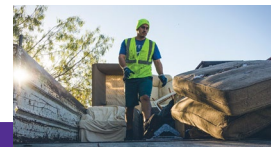
**MARCH:** Six new cities join WWC, including Little Rock, AR



**MARCH:** WWC hosts two panels at SXSW in Austin, TX



**APRIL:** First WWC Summit brings together more than 200 city leaders



JUNE:

San Jose, CA, reduces illegal dumping by 146 percent through behavioral-science-based messaging

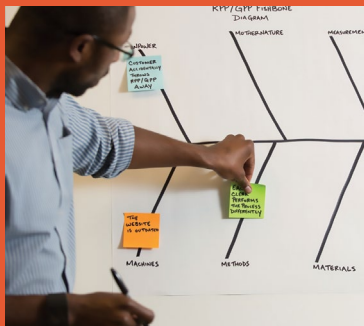
**MARCH:** WWC releases brief about gap between cities' desire and capacity to use data



plying data-focused strategies that WWC partners had shared with the City's Innovation Team, DSI identified goals and used data to allocate resources where they are most needed. DSI has also hired additional staff, equipped inspectors with mobile technology to increase efficiency in the field, and created incentives to encourage owners to better maintain their properties. A new data-based dashboard helps to evaluate progress regularly, and staff meet monthly to review the numbers and identify ways to keep moving closer to performance targets. Less than a year later, inspections of overdue properties are on the decline, and overall productivity has increased by more than 50 percent. As a result, DSI has recently received an [internationally recognized award](#) for its innovative approach to inspections. "Reflecting on and improving

our performance by using data is becoming how we do what we do," says DSI Deputy Director Travis Bistodeau.

#### DENVER: INVESTING IN STAFF



Denver has been running its celebrated [Peak Academy](#) program since 2012, teaching nearly 6,500 city employees to make small changes in their daily work that will make a big difference over time. Employees have gone on to save the City more than \$20 million and generate more

than 2,500 innovations that create efficiencies, enhance government, and improve life for residents. WWC partner GovEx [worked with Denver](#) to improve staff's data analysis capabilities. Together, they developed and launched a new Peak Academy course focused on introducing analytics concepts to employees unfamiliar with using data, as well as an advanced analytics course targeting employees with existing data skills who wanted to accelerate their capability beyond basic spreadsheets and databases. Denver now offers the courses to employees from across the City who can apply what they learn to deliver services in a more targeted way and make better, more data-driven decisions about where to provide resources. Denver also [worked with BIT](#) to learn behavioral science techniques and teach others the tools.



CITY RESIDENT

## Teresa Johnson Kansas City, MO

When Kansas City residents [voted to approve](#) an \$800 million infrastructure repair plan, Teresa Johnson, head of the organization that manages the City's animal shelter, was elated by the new \$14 million shelter within the package, which will be repaid through property tax increases over 20 years. Winning voters' approval was built on the [City's tradition](#) of community engagement, data-driven thinking, and using a quarterly resident satisfaction survey to set priorities and allocate funds. Kansas City expanded that use of data and performance management in setting priorities through its collaboration with WWC. Says City Manager Troy Schulte: "[Residents have] been telling us for years to invest more in infrastructure. We delivered the package, and they responded." Johnson, owner of two dogs and a cat, says: "Citizens were so in favor of getting a true modern shelter built that people who, frankly, hadn't even gone to the polls before actually registered and came out to vote." The City released plans in May 2017 to begin work repairing sidewalks and other infrastructure projects, and plans to break ground in the fall of 2017 for the new shelter, next to the Kansas City Zoo.

**JUNE:** 12 new cities [join](#) WWC, including Buffalo, NY



**JUNE:** First convening of a WWC cohort gathers Pacific Northwest cities to troubleshoot common challenges

**AUGUST:** Engaging Local Government Leaders (ELGL) [names](#) WWC "the most important company operating in the local government arena"



**SEPTEMBER:** WWC releases ["Moving the Needle" brief](#)



**SEPTEMBER:** WWC on Tour [kicks off](#) in Kansas City, MO



CITY LEADER

## Melissa Sieben (Mundt) Kansas City, KS

Melissa Sieben (Mundt) makes a joke of something that turned out to be no joking matter. Staff analyzing the city's blight problem [discovered](#) that up to a third of the 6,000 vacant or abandoned properties being mowed by the City/County were privately owned. "We were their best lawn mowing service ever," says Sieben, Assistant County Administrator for the Unified Government of Wyandotte County and Kansas City. What happened next shines a light on how using data to address a city issue can enhance community life. Abandoned homes are going into the tax sale or land bank, giving qualified buyers an opportunity to make repairs and find new occupants for the formerly vacant homes. The Government is now [recouping more funds](#) from property owners who weren't paying taxes, due to more flexible payment plans. [Working with WWC](#), the Government launched an open data portal and a performance management program to drive progress in its blight initiative, launched in response to a residential survey. "Everybody should be proud of where they're from," Sieben says. "We have performance goals that will show we're moving the needle."

## CHANGING LIVES

### SEATTLE: TACKLING HOMELESSNESS



Seattle declared a state of emergency in November 2015 because the number of people experiencing homelessness reached crisis-level proportions, with many living in tent cities rife with crime and violence. This wasn't for a lack of funding for the City's most vulnerable residents; Seattle's budget for homeless services grew from \$29 million in 2005 to \$50 million in 2016 while homelessness continued to rise. The City realized it had to revamp its contracting practices with dozens of

community-based human service providers. Teaming up with WWC partner the Government Performance Lab (GPL) at the Harvard Kennedy School, Seattle [piloted](#) a new contracting model that restructured \$8.5 million worth of contracts around the goal of placing people in permanent housing, rather than just providing services along the way. The pilot also consolidated contracts, saving staff time and giving providers greater flexibility to meet clients' needs. Contract managers and providers now meet regularly to review performance data, enabling the City to troubleshoot problems in real time and spread the most effective practices. So far, the pilot has yielded promising results: Greater numbers of people—like [young Georgie's family](#) (left)—are being moved into permanent housing. Because of this success

and positive feedback from service providers and homeless individuals, Seattle is expanding the pilot by \$35 million in contracts focused on homelessness-related services.

### MESA: FIGHTING BLIGHT



When Mesa's Council charged the City with transforming neighborhoods, staff were determined to use a data-driven approach to ensure funds redirected toward fighting blight reached the most vulnerable residents. "Some homes just haven't had the TLC they deserve because of a lack of income to make improvements," explains Liz Morales, Housing

2016



OCTOBER: 16 new cities  
[join](#) WWC

DECEMBER:  
Forbes [names](#)  
WWC one of  
2016's "ten  
most  
promising  
philanthropic  
bets"

2017

### JANUARY-MARCH:

12 new cities [join](#) WWC, including Modesto, CA



MARCH: [Second WWC Summit](#) brings together  
350 leaders from 91 cities



and Community Development Director. Working with WWC, Mesa created a blight index that tracked data on code violations, crime, graffiti, and vacant properties. That index helped the City [identify a neighborhood](#) of nearly 350 homes where it piloted its [Love Your Neighborhood](#) program. Residents along with City departments and volunteers have replaced smoke alarms, improved landscaping, removed fifty tons of debris, identified bus stop enhancements, and more. "Our goals are to create a neighborhood that understands what the City can offer," Morales says. The City kicked off the project with a survey to understand the community's needs, and held bilingual neighborhood meetings and events plus door-to-door vis-

its to inform the largely Hispanic residents about complying with housing codes and other ways to sustain improvements.

#### CONTRACTING FOR RESULTS

If you haven't considered that a city's contracting process has the potential to improve outcomes for residents or save money, think again. WWC partner GPL is [helping cities](#) identify

*"Our goals are to create a neighborhood that understands what the City can offer."*

—Liz Morales, Mesa, AZ

their goals for key procurements and set up systems to measure outcomes, enabling a comparison of performance over time and across similar contracts, as well as active management of contractors using data. Cities are also working with GPL to better coordinate contracted services across agencies to improve efficiency. In San Francisco, staff discov-

ered that two similar summer programs that expose young people to career opportunities were run by different agencies, with the City-funded program being oversubscribed and the federally funded program being undersubscribed. By improving coordination and streamlining the enrollment process for youth, the City was able to fully utilize its federal funding and serve nearly 20 additional students last summer. GPL's work with cities has also focused on increasing the number of vendors bidding on contracts. In Boston, for example, the City received 13 proposals for a capital IT procurement, more than twice the number it usually receives for similar procurements. Such changes can potentially save cities millions of dollars and lead to higher quality services through increased competition.



CITY RESIDENT

## Rick Harris Saint Paul, MN

Rick Harris moved to the Twin Cities eight years ago when his wife took a new job. Leaving behind his office furniture business in San Jose, he decided to start a new commercial interiors business in the Twin Cities area but found it hard to break into the private sector, which had composed 90 percent of his business in California. "After the handshake, the facilities person would say, 'Welcome, but we've been working with our vendors for 20 years, and we don't change our vendors very much, unless they're hit by a bus,'" Harris recalls. Today, 90 percent of his business is in the public sector thanks to Saint Paul's [efforts](#) to promote racial equity in municipal contracting. "My biggest contract last year, a big flooring project of nearly \$1 million, was with Saint Paul and one of the housing complexes they built," Harris says. Saint Paul's push to ensure equity in contracting is part of reforming practices within its Procurement and Contract Compliance and Business Development Divisions; that work was launched with the assistance of WWC. Saint Paul's results-driven contracting innovations, which have saved the City millions of dollars, were recently recognized with an award.

**MARCH:**  
Ten new cities  
[join](#) WWC,  
including Augusta, GA



**MARCH:** Michael R.  
Bloomberg [announces](#)  
What Works Cities  
Certification



**MAY:** Over 200 cities  
apply for first round of  
Certification

**MAY:** WWC  
launches  
Repurpose  
for Results  
technical  
assistance



**JUNE:** 80 cities now participating  
in WWC across the U.S.

# Mayors at Work



Salt Lake City Mayor Jackie Biskupski (right)



South Bend Mayor Pete Buttigieg (center)



Charlotte Mayor Jennifer Roberts (right)



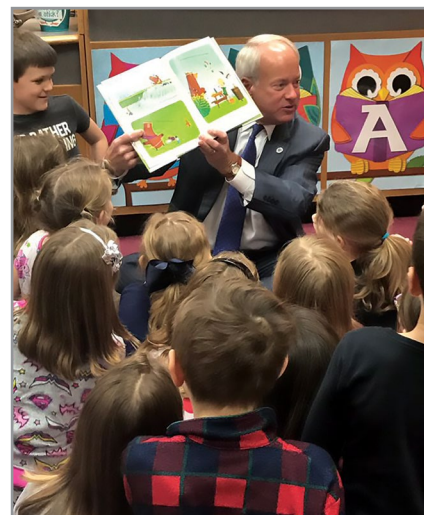
Knoxville Mayor Madeline Rogero (right)



Tacoma Mayor Marilyn Strickland



Nashville Mayor Megan Barry



Virginia Beach Mayor Will Sessoms

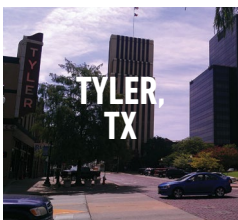
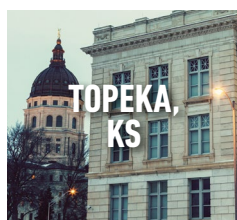
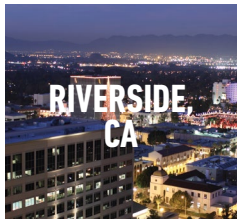
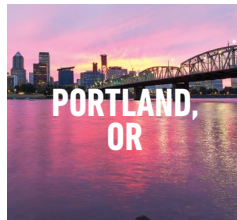
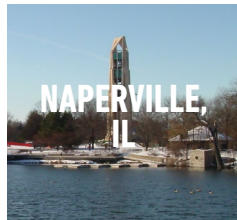
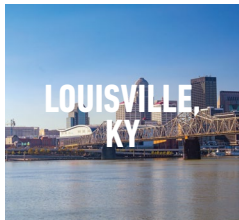


Kansas City, MO, Mayor Sly James



Boston Mayor Marty Walsh





# What Works Cities

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