

Memorandum of Understanding
between
Lexington-Fayette Urban County Government
and
RESULTS for AMERICA
and
JOHNS HOPKINS UNIVERSITY,
and
BEHAVIORAL INSIGHTS TEAM

This Memorandum of Understanding (“MOU”) is entered into by and between the Lexington-Fayette Urban County Government (“LFUCG” or “Lexington”), having a location at 200 East Main Street, Lexington, KY 40507, for a series of projects (collectively referred to as the “Project”) designed to accelerate the use of data and evidence to improve the lives of its residents. In addition to LFUCG, partners for this Project include Results for America (“RFA”), having a location at 21 W 46th Street, New York, NY 10036, Johns Hopkins University Center for Government Excellence (“GovEx”), on behalf of Johns Hopkins University, a not-for-profit educational institution established under the laws of the State of Maryland, having a location at 3400 N. Charles Street, Baltimore, MD 21218-2685, and Behavioral Insights Team (“BIT”), having a location at 2 Metrotech Center Brooklyn, NY 11201 (collectively referred to as “WWC” or “WWC Team”).

The study is funded under prime award sponsored by The Bloomberg Family Foundation, Inc. which established the “What Works Cities” or “WWC” initiatives. This MOU contains the scope of work (“Scope of Work”) for the Project, including the timeline and responsibilities of the various partners that will contribute to its success.

Summary of the Work Plan

Mayor Gray and his senior leadership team have crafted an ambitious agenda for the Lexington that includes attracting jobs, improving government efficiency, and making Lexington a great American city. The WWC Team, having reviewed Lexington’s WWC Statement of Interest and Self-Assessment, and having conducted an on-site workshop with Mayor Gray and his staff, has identified three (3) opportunities to assist Lexington in advancing its goals:

- **Open Data (Partner: GovEx):** Lexington will build a strong foundation for performance management through open data by articulating open data priorities, streamlining and standardizing processes that govern open data across the city, and linking open data inventory and release to strategic goals and performance data.
- **Performance Management (Partner: GovEx):** Lexington will enhance its capacity to utilize performance management as a citywide governance strategy, creating and implementing a sustainable model that will allow decision-makers and frontline employees to access, analyze, and use data and evidence more effectively.

- **Low-Cost Evaluation (Partners: BIT):** Lexington will increase the effectiveness of the Lexington’s day-to-day operations and aid departmental decision-making by integrating low-cost evaluation – in particular, randomized control trials – into the planning of new initiatives as well as into improvements to existing practice.

All technical assistance described in this MOU and performed by WWC partners is provided at no cost to Lexington. Additional scopes of work may be added to this MOU at a later date upon the written agreement of the parties.

Working Together

WWC consists of world class practitioners and experts who will work with participating cities to deepen the use of data and evidence to improve residents’ lives. Lexington will be supported by GovEx for open data and performance management, and by BIT for low-cost evaluation. In addition, Lexington’s liaison from Results for America, Zachary Markovits, will ensure that Lexington receives clear communication from all WWC partners and that Lexington has access to the WWC learning network. This network includes opportunities to share experiences and learn from and with city government peers.

To ensure that the time of all parties is used efficiently with respect to the MOU, some collaboration will be done on-site in Lexington, and much of it will be done via phone, video conference, and email. Lexington agrees to provide personnel and staff time, as further detailed on pages 4, 6, 7, and 8 and as determined necessary in consultation with RFA, GovEx, and BIT. Lexington also agrees to designate a primary point of contact to provide partnership coordination on its behalf.

What Works Cities Partner Descriptions

Johns Hopkins University’s Center for Government Excellence (GovEx) helps governments build capacity for decision-making that is rooted in evidence, transparent accountability, and citizen engagement. The center is part of the University’s 21st Century Cities Initiative, a cross-disciplinary research effort for urban study and change. The center educates governments about best practices for the collection, measurement, and analysis of data, helping them to better assess job functions, improve service delivery, decrease waste, and engender public trust.

Results for America is a national non-profit that strives to improve outcomes for young people, their families, and communities by shifting public resources toward practices, policies, and programs that use evidence and data to improve quality and get better results. Beyond scaling individual programs, Results for America seeks to drive broader systems-change so that “investing in what works” becomes the new norm for allocating public dollars. As the campaign managers behind WWC, Results for America will ensure a world-class experience for all What Works cities and advance a nationwide dialogue on the need to invest in what works.

Originally set up as a small group at the heart of UK government, BIT is now a global organization that applies insights from academic research in behavioral science to improve public services. The BIT Team works across a wide range of government policy areas around the world, devising new ways of making public services work better for the people they service, and testing the impact using empirical research

methods. Typically, BIT tackles small components of large issues, building up the impact over time and driving social change incrementally but quickly.

Individual staff biographies are in the Appendix.

Scope of Work #1: Open Data

Within fourteen (14) days after all parties have signed this MOU, Lexington and GovEx will begin the Open Data Project and perform the work under this MOU until completion, in accordance with any and all contract documents.

Partners: Lexington and GovEx

Goal: Lexington will build a strong foundation for performance management through open data by articulating open data priorities, streamlining and standardizing processes that govern open data across the city, and linking open data inventory and release to strategic goals and performance data.

Outcomes: In order to achieve this goal, GovEx will help Lexington:

- Develop a formal, comprehensive open data governance policy while codifying the collection and liberation processes in accordance with LFUCG policies and procedures;
- Identify and evaluate datasets related to strategic goals; and
- Link open data to the city's performance management dashboard when possible to create internal customers of open data, and ensure data that is used for decision-making is open and transparent.

Activities: During the open data engagement, which will last an estimated one hundred and twenty (120) days, Lexington and GovEx will work together on a range of activities.

Within thirty (30) days after engagement begins, Lexington will:

- **Define open data goals and dataset priorities**, including metrics, timelines, and a list of proposed partners and stakeholders;
- **Identify open data technical needs and requirements** to support data consolidation; and
- **Create an opportunity to publicly state Lexington's commitment** to meeting strategic goals through open data;

Within sixty (60) days after the engagement begins, Lexington will:

- **Create an initial inventory of datasets related to strategic priorities**, available for public release, and connect those to key performance indicators, where applicable;
- **Draft a formal data governance plan for Lexington**, including committee governance and membership, key outcome indicators, and draft meeting agendas and schedules; and
- **Convene the initial data governance committee meeting;**

Within one hundred and twenty (120) days after the engagement begins, Lexington will:

- **Review datasets to be opened that integrate into the performance management process** and link them to the performance management dashboard;

- **Engage the governance committee** in key foundational decisions designed to ensure that Lexington’s open data practices are sustainable;
- **Establish a plan to share open data updates and outcomes** with the public; and
- **Begin incorporating external stakeholders and the public** at large in the open data process.

Lexington, with support from GovEx, is responsible for the success of the Open Data Project. Lexington will dedicate the personnel and staff time, determined necessary in consultation with GovEx, to execute the activities outlined in this Scope of Work. Staff will include those project managers, developers, and analysts responsible for overseeing LFUCG’s open data program. Success will also require support and participation from agency heads or their designees, municipal data owners, technologists and developers, project managers, and parties responsible for developing management policy on behalf of the Mayor.

In order to facilitate and execute these activities, GovEx will provide Lexington with technical assistance, resources, and tools. Lexington should expect to receive proactive expert-level support from the GovEx team, working both on-site and remotely. GovEx staff will provide guidance with drafting executive orders, policy, and legislation by providing sample and model language, as well as offering resources and best practices. In addition, GovEx will offer coaching on implementation roadblocks and support connections with other open data practitioners.

Scope of Work #2: Performance Management

Within fourteen (14) days after all parties have signed this MOU, Lexington and GovEx will begin the Performance Management Project and perform the work under this MOU until completion, in accordance with any and all contract documents.

Partners: Lexington and GovEx

Goal: Lexington will enhance its capacity to utilize performance management as a citywide governance strategy, creating and implementing a sustainable model that will allow decision-makers and frontline employees to access, analyze, and use data and evidence more effectively.

Outcomes: In order to achieve this goal, GovEx will work with Lexington to:

- Publicly enumerate Lexington’s strategic goals, including specific timelines, metrics, and outcomes;
- Design and implement a performance management system which allows Lexington to track progress toward strategic goals and collaboratively improve departmental outcomes; and
- Create a plan and mechanism to share Lexington’s progress toward these goals with residents;

Activities: During the performance management engagement, which will last an estimated one hundred and twenty (120) days, Lexington and GovEx will work together on a range of activities.

Within sixty (60) days after the engagement begins, Lexington will:

- **Seed a culture of evidence-based decision-making** by facilitating discussion and sharing performance management best practices at all levels;

- **Refine Lexington’s strategic goals and engage stakeholders** in a discussion of metrics and timelines to achieve them;
- **Identify key output metrics and outcome indicators** relevant to Lexington’s strategic goals;
- **Incorporate goals, metrics and indicators** into a strategic framework; and
- **Create an opportunity to publicly state Lexington’s commitment** to meeting strategic goals through performance management.

Within ninety (90) days after the engagement begins, Lexington will:

- **Define department-level plans** to help reach citywide goals for environmental quality and public works;
- **Examine current data sharing practices** and recommend improvements to allow relevant data to be shared and used more often and easily;
- **Prepare for the initial performance management meeting** by identifying key staff and analyzing initial data; and
- **Establish a method to routinely publish Lexington’s progress** on key indicators, especially to improve public engagement.

Within one hundred and twenty (120) days after the engagement begins, Lexington will:

- **Schedule and convene the initial performance management meeting** according to the Mayor’s schedule;
- **Use performance measurement to track progress** towards Lexington’s strategic goals, including holding regular performance management meetings and continuously updating performance measures; and
- **Prioritize departments to add to the performance management process.**

Lexington, with support from the Center for Government Excellence, is responsible for the success of the Performance Management Project. Lexington will dedicate personnel and staff time, determined necessary in consultation with GovEx, to execute the activities outlined in this Scope of Work. Staff will include a dedicated Performance Management Coordinator and various analysts who can work to continue to improve upon performance management processes for Lexington’s agencies and strategic initiatives. Success in this Scope of Work will also require the support and participation of directors from certain internal and external agencies and, in some cases, from the Urban County Council and the Mayor.

Lexington should expect to receive proactive expert-level support from GovEx, working both on-site and remotely. This could include support for Lexington in identifying strategic priorities and developing Key Priority Indicators, metrics, and timelines; finding development opportunities for performance management team members; establishing a schedule, format, and materials for city performance management meetings; gathering baseline performance data; enhancing analytic capacity; engaging department heads, managers and staff in governing with data; and internal and external communications. In addition, GovEx will offer coaching on implementation roadblocks and leverage collaborative learning environments similarly situated cities and the broader universe of cities that are engaged in performance management work.

To plan staff time for this initiative, consider that services may include weekly calls (approximately 30 minutes in length), 60-minute open data and performance management curriculum sessions, webinars, and facilitated meetings as agreed upon by Lexington officials and GovEx.

Scope of Work #3: Low-Cost Evaluation

Starting on October 1, 2015, after all parties have signed this Agreement, Lexington and BIT will begin the Low-Cost Evaluation project.

Partners: Lexington, BIT

Goal: Lexington will increase the effectiveness of Lexington's day-to-day operations and aid departmental decision-making by integrating low-cost evaluation into the planning of new initiatives as well as improvements to existing practice.

Outcomes: In order to achieve this goal, BIT will work cooperatively with Lexington to:

- Identify three areas that are ripe for low-cost evaluation;
- Design appropriate evaluation methods;
- Build capacity among city staff so that they are able to lead one evaluation during this engagement and understand how to design and implement evaluations beyond the terms of this engagement;
- Support the implementation of the evaluation/ data collection period;
- Analyze the results to see whether (and to what extent) the specific services are working; and
- Ensure that key stakeholders, including department heads and senior staff, are informed about the process and support a sustained investment in low-cost evaluation.

Activities: Starting on October 1, 2015 (or, if later, the day after this Agreement is signed) and concluding approximately six (6) to nine (9) months later, Lexington will work with BIT to identify and conduct three (3) evaluations with the aim to learn about what works during the engagement and cultivate the right skills in Lexington to conduct further evaluations – either independently or with support from elected specialists¹ – in the future.

Within thirty (30) days after the engagement begins, Lexington will:

- **Refine Lexington's key goals and engage stakeholders** in a discussion of areas that could be evaluated and timelines to achieve this;
- **Agree on at least the first two evaluation areas**, identify a senior project champion and assign a project owner in each of the specific operational areas involved;
- **Identify key outcome indicators** that will be used in the first two evaluations;
- **Ensure that data can be shared with BIT for the purposes of evaluation** and document this agreement formally;

¹ Where sufficient in-house analytical capabilities exist, WWC will train staff on evaluation methodology and design, provided that skilled staff can work with BIT for at least part of their time. Sufficient analytical capability would include: being able to use statistical software packages such as R or STATA, and the ability to run multivariate regression analysis. If this capacity does not exist, BIT will train dedicated staff on how to work with academics or other evaluation specialists to select areas ripe for evaluation and to determine whether an evaluation strategy is robust.

- **Identify staff with analytical skills who can be attached to the project** with a clear development objective for these staff members who will begin learning how to conduct low-cost evaluations in-house; and
- **Create an opportunity to publicly state Lexington’s commitment to low cost evaluation**, it may be that this is a simple commitment to announce the results of the first evaluation when they come in.

Within seventy-five (75) days after the engagement begins, Lexington will:

- **Sign off on the detailed design and launch the first evaluation;**
- **Agree on the third evaluation area** and complete all steps above regarding sponsorship, project owners, data sharing and outcome measures;
- **Have a session scheduled to reflect and respond to the results for senior sponsors** once the data collection and analysis of the first evaluation is complete; and
- **Establish a method to routinely identify opportunities for evaluation** and to build evaluation into any new initiative.

Within ninety (90) days after the engagement begins, Lexington will:

- **Complete the first evaluation** and communicate the results to senior sponsors;
- **Launch the second evaluation** with Lexington analytical staff, taking a larger role in shaping the design and managing the implementation;
- **Establish a go-live date for the final evaluation** with ownership for key analytical tasks being taken by Lexington staff to ensure technical skills are sustainable; and
- **Present a trial design and analytical strategy** for the third evaluation that is primarily authored by LFUCG staff as part of their development objective and that will be reviewed by BIT.

Within one hundred and eighty (180) days after the engagement begins, Lexington will:

- **Complete all three (3) evaluations**, communicate the results to senior sponsors and agree to next steps to ensure the lessons learned from these evaluations are acted upon;
- **Identify at least three (3) further opportunities for low-cost evaluation** that the Lexington could benefit from in the future; and
- **Have regularly spoken publicly about evaluation of this kind** and commit to doing more in future.

Lexington, with support from BIT, is responsible for the success of the Low-Cost Evaluation Project. Lexington will dedicate the personnel and staff time, determined necessary in consultation with BIT, to execute the activities outlined in this Scope of Work. Staff will include one (1) dedicated individual who will serve as a liaison between Lexington and BIT on a daily basis, and who will be responsible for ensuring that all deadlines are met on time, that the correct individuals are identified and collaborating with Lexington and BIT, and that any requested data and information is sent to BIT in a timely manner. Staff will also include dedicated time from data owners and analysts on a weekly basis, who will be responsible for collating, sharing, and analyzing data. The aim is to transfer skills to Lexington employees by having LFUCG staff take on increasingly leading roles in each subsequent evaluation. Lexington will support BIT’s staff as they lead the first evaluation; they will work jointly with BIT staff on all aspects of the second evaluation; and Lexington will lead the third evaluation, with BIT staff providing a supporting role. Success will require support and participation from agency heads or their designees, who will

ensure that all involved parties are implementing the agreed upon evaluation designs, data owners and analysts, and free access to analyze or share data relevant to each evaluation.

In order to facilitate these activities, BIT will provide Lexington with technical assistance, resources, and tools. This includes specific deliverables at each stage of the work that can be reused in the future (e.g. trial protocol documents that outline what we are doing, why and how we will analyze the results); a walk-through of the end-to-end process for running an evaluation in this way at the start of the work so all staff are aware of the steps we will go through; and coaching, guidance and support on- site and virtually to ensure that we reach the goal and that LFUCG staff learn new skills that can be reused next time around.

Confidentiality and Privacy

All parties to this MOU mutually agree to use reasonable care to protect information that is sensitive, proprietary, or otherwise confidential (“Confidential Information) from disclosure to any person(s) other than authorized employees having a need for disclosure in connection with this Project. The parties further agree that Confidential Information will be used only to perform the obligations under this MOU, as directed by LFUCG, and for no other purpose. This obligation will not apply to information which is publicly known, known to the recipient prior to this Project, lawfully disclosed by a third party, independently developed, disclosed pursuant to legal requirement or order, or information that is subject to public records access laws. Finally, the parties to this MOU agree not to use Confidential Information in any way to test or manufacture any product embodying Confidential Information, except for the purposes stated herein.

Lexington agrees to take necessary actions to ensure that it complies with applicable laws relating to privacy and/or data protection, including the Kentucky Open Records Act, KRS § 61.870 et seq.

Publicity and Use of Names

WWC Team will work together with Lexington officials to pursue opportunities that highlight and celebrate the successes of Lexington and its city leaders in the media. RFA will lead this coordinated media effort along with those in Lexington’s communications office.

Lexington agrees to acknowledge Bloomberg Philanthropies, WWC and the associated partners in publications, advertising, speeches, lectures, interviews, press releases, internet web pages, and other similar activities related to the MOU (together, “Media Releases”). Any Media Release that refers to WWC, RFA, GovEx, and/or Bloomberg Philanthropies, and all written acknowledgements shall link to the WWC website (www.whatworkscities.org). Lexington shall provide copies of all Media Releases to RFA and the relevant WWC partner and obtain those parties’ consent prior to publication or distribution in any format of any Media Release. Further, to the extent that Lexington provides Media Releases to WWC, Lexington also represents that it owns or otherwise has obtained all rights necessary to use, reproduce, publicly perform and distribute (including the right to sublicense) all works contained or used in the Media Releases.

All request for Johns Hopkins University approval for the use of its name shall be forwarded to the individual list under the section entitled “Notices”.

Intellectual Property

WWC Team agrees that all trademarked or copyrighted works owned by Lexington (including but not limited to logos, written material, photos, and other similar works provided by Lexington to WWC) and provided to WWC, in any media, shall remain the property of Lexington. To the extent that Lexington provides any Media Release (and works contained therein) or trademarked or copyrighted works to WWC, Lexington also represents that it owns or otherwise has obtained all rights necessary to use, reproduce, publicly perform and distribute (including the right to sublicense) all such works. WWC has the right to publicly acknowledge and announce, at its sole discretion, any relationship between WWC and Lexington, including a description of activities undertaken in this MOU and learnings therefrom.

Liability and Indemnification

To the fullest extent permitted under applicable law, WWC partners agree to indemnify, defend, and hold harmless LFUCG, its elected and appointed officials, employees, agents, and successors and assigns against any losses, damages, liabilities, assessments, costs, charges (including reasonable attorney's fees), or claims brought against LFUCG by a third party, related to the Project. This indemnity requirement shall survive termination of this Agreement. This indemnity shall not apply to the extent a claim arises out of our gross negligence or willful misconduct, as finally adjudicated by a finder of fact.

Termination of MOU

Lexington's adherence to timelines and deliverables is critical to the WWC initiative. If either party is unable to comply with the timeline in this MOU or is unable to produce the deliverables described herein, before termination may be effective, the terminating party must provide written notification to the other party within thirty (30) days. The MOU may be terminated effective immediately upon written notice served to the other party.

Notices

Any notices required or provided by the terms of this MOU shall be in writing, addressed in accordance with this Paragraph, and shall be in writing and shall be sent by U.S. mail or email as to the following contact individuals:

Lexington-Fayette Urban County Government

Technical Representative:

Chad Cottle
Deputy Chief Information Officer
Lexington-Fayette Urban County Government
200 East Main Street
Lexington, KY 40507
Ph: 859-258-3730
Email: ccottle@lexingtonky.gov

Contractual Representative:

Chris Corcoran
Senior Advisor, Mayor's Office
Lexington-Fayette Urban County Government
200 East Main Street
Lexington, KY 40507
Ph: 859-258-3983
Email: ccorcoran@lexingtonky.gov

Results for America

Liaison Representative:

Zachary Markovits, Director of City Programs
Results for America
21 W 46th Street, 9th Floor
New York, NY 10036
Ph: 212-939-6700
Email: zach@results4america.org

Contractual Representative:

Michele Jolin, CEO
Results for America
21 W 46th Street, 9th Floor
New York, NY 10036
Ph: 212-939-6700
Email: michele@results4america.org

Behavioral Insights Team

Technical Representative:

Elspeth Kirkman
Head of BIT North America
2 MetroTech Center,
9th floor
Brooklyn, NY, 11201
Ph.: 929-453-9691
Em.: Elspeth.kirkman@behavioralinsightsteam.com

Contractual Representative:

Elspeth Kirkman
Head of BIT North America
2 MetroTech Center,
9th floor
Brooklyn, NY, 11201
Ph.: 929-453-9691
Email:
Elspeth.kirkman@behavioralinsightsteam.com

Johns Hopkins University

Technical Representative:

Kathryn Edin
21st Century Cities Initiative
Abel Wolman
Johns Hopkins University
3400 N. Charles Street
Baltimore, MD 21218-2685
Ph.: 410-516-7626
Email: kathy_edin@jhu.edu

Contractual Representative:

Joan Warfield, Sr. Sponsored Projects Officer
Business and Research Administration (BARA)
600 N Wyman Park Building – Office
Office of the Dean
Johns Hopkins University
3400 N. Charles Street
Baltimore, MD 21218-2685
Ph.: 410-516-6126
Email: jfw@jhu.edu

Headings

The headings in this MOU are for the convenience of reference only and are not substantive parts of this MOU nor shall they affect its interpretation.

Severability

In the event any provision of this MOU is determined to be invalid or unenforceable under controlling law, the invalidity or unenforceability of that provision shall not in any way affect the validity or enforceability of the remaining provisions of this MOU.

Assignments

This MOU shall not be assignable by any Party, in whole or in part, without the prior written consent of the parties.

Counterparts

This MOU contains the entire agreement between the Parties and no statements, promises or inducements made by any Party or agent of any Party that are not contained in this written MOU shall be valid or binding; and this MOU may not be enlarged, modified or altered except in writing, signed by the Parties.

SIGNATURE PAGE TO FOLLOW

Signatures

Lexington, Results for America, Behavioral Insights Team, and Johns Hopkins University Center for Government Excellence agree to partner in this initiative and to fulfill the roles and responsibilities shown herein.

IN WITNESS WHEREOF, the parties have caused this MOU to be executed by their duly authorized representatives as of the Effective Date.

**Lexington-Fayette
Urban County Government**

Results for America

Signature Date

Signature Date

Print Name: Jim Gray
Title: Mayor

Print Name: Michele Jolin
Title: CEO and Co-Founder

Behavioral Insights Team

Johns Hopkins University

Signature Date

Signature Date

Print Name: Elspeth Kirkman
Title: Head of BIT North America

Print Name: John P. Toscano
Title: Vice Dean for Science and Research

APPENDIX

Staff Bios

Johns Hopkins University Center for Government Excellence

Beth Blauer, Director

A well-known proponent of open government, data transparency, and utilization, Beth Blauer is a true visionary and the nation's leading expert in implementing government "stat" programs. She has helped to design and bring Socrata's GovStat platform to all levels of federal, state, and local governments as well as non-profit organizations and international NGOs. She is also renowned for her leadership of Maryland's innovative performance management program, StateStat.

Matt Pazoles, Senior Analyst

An experienced data analyst, Matt has sought to lower the barriers to having robust data and performance management programs for large membership organizations, national political parties, and non-profits. Previously, Matt worked with local leaders and elected officials at all levels of government to both inculcate a culture of evidence-based decision-making and create the technical tools necessary to reach new levels of constituent engagement.

Eric Reese, Analyst

Originally from Indiana, Eric has spent his career working and partnering with organizations around the world to improve public sector performance. Before coming to the Center, Eric worked as a Fulbright Grantee in South Korea and at the DC Public Education Fund in Washington, DC, where he managed grant initiatives to drive improved performance in the DC Public Schools. Eric holds a Masters of Public Administration from UNC Chapel Hill, where he focused on strategic planning and local government performance management.

Behavioral Insights Team

Elspeth Kirkman, Head of BIT North America

Elspeth is the Head of BIT North America and has been working with BIT for a number of years, based in London, UK. Elspeth was previously the founding Director of the Behavioural Research Centre for Adult Skills and Knowledge (ASK); a three year program of work investigating the applications of behavioral science to adult education. During her time with the team, Elspeth has worked on a range of complex social issues, designing interventions and leading evaluations in settings as diverse as foster care, national school funding and employment. Prior to joining BIT, Elspeth was a senior consultant at a large consultancy firm where she worked on a wide range of public service projects and won the company's annual "Leader of the Future" award.

Martin Sweeney, Advisor

Martin holds a BA from Middlebury College with majors in Economics and Environmental Studies. At Middlebury, he was a member of the Solar Decathlon Team, which designed and built a solar-powered house as part of an international competition. Prior to graduating, Martin worked as a research assistant for faculty members in the Economics Department and interned in the Commissioner's Office at the New York City Department of Parks and Recreation.

Owen Phillips, Associate Advisor

Owen, a native of Mississippi, graduated with a BS from Millsaps College. At Millsaps, Owen was given with the Richard R. Baltz award -- presented to the outstanding student majoring in economics. Following the completion of his bachelor's degree Owen enrolled in Georgetown University's Master of Public Policy program. While completing his Masters, Owen researched behavioral science solutions in higher education as an intern in the Education Policy division at New America -- A Washington, DC left-center think tank. Also, during a semester abroad at the Hertie School of Governance Owen served as an intern in the press section of the U.S. Embassy in Berlin. Most recently, Owen worked at NPR headquarters in Washington, DC as a member of the NPR Ed team. There, Owen helped produce digital and radio stories on all things related to education and learning for a national audience.

Results for America

Zachary Markovits, Director of City Programs

Zachary Markovits is the Director of City Programs for the What Works Cities initiative. He previously served as the Manager of Election Initiatives at The Pew Charitable Trusts where he led Pew's elections performance portfolio by working with states, counties, and municipalities to use data to drive better decision-making and policy. He also led the Voting Information Project, which is an open government project partnering Google, the states, and municipalities across the U.S. to ensure that all Americans have the ability to find official voting information wherever they look. Previously, Zach worked for the University of California's Survey Research Center and served as a community organizer in the south side of Providence, Rhode Island. He holds a bachelor's degree in political science from Brown University and a master's degree in public policy from the Goldman School of Public Policy at the University of California, Berkeley.

Sarman Stein, Communications Director

Sarman Stein, Director of Communications for the Bloomberg Philanthropies What Works Cities initiative, is an experienced communications professional and former journalist. She will be coordinating external communications for Results for America to drive city participation and highlight the ongoing work and achievements of WWC partner organizations with Mayors and City leaders across the United States. Sarman most recently headed communications at SCO Family of Services, one of New York's largest and oldest human service nonprofits. She previously worked as Communications Director and as Deputy Commissioner for Public Information for The NYC Administration for Children's Services and the New York City Department of Correction. In her previous work as a journalist, she worked as a reporter covering metropolitan news, including investigations, education, criminal justice and social welfare at newspapers including The Chicago Tribune, New York Newsday and The Orlando Sentinel.

Molly Daniell, Associate

Molly Daniell is an associate for the What Works Cities initiative. Previously, she worked as a labor law researcher for Verité, a supply chain verification and labor standards auditing firm. In this role, she supported the shrimp and anchovy portfolios in Thailand and Malaysia exposing unknown instances of forced, coerced, or child labor conditions. Molly began her career at the National Priorities Project where she worked on communications, data analytics, and publications designed to demystify the federal budget process and increase transparency. She is also the co-founder of CleanTap, a social enterprise dedicated to the principles of human-centered design to provide portable, hands-free, and affordable hand washing infrastructure in Mumbai, India. Molly holds a bachelor's degree in economics from Smith College and a master's degree in public administration from Columbia University School of International and Public Affairs.