LETTER OF COLLABORATION BETWEEN THE CITY OF FORT LAUDERDALE, FL
RESULTS FOR AMERICA, JOHNS HOPKINS UNIVERSITY
AND THE SUNLIGHT FOUNDATION

This *Letter of Collaboration* (LOC) is entered into by and between the city of Fort Lauderdale, FL ("Fort Lauderdale" or "the City") having a location at 100 N. Andrews Avenue, Fort Lauderdale, FL 33301 for a project designed to accelerate the use of data and evidence to improve the lives of its residents. In addition to the City of Fort Lauderdale, the partners include Results for America ("RFA"), having a location at 1460 Broadway, New York, NY 10036, 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 on behalf of Johns Hopkins University Center for Government Excellence (GovEx) and The Sunlight Foundation ("Sunlight") have a location at 1818 N St. NW, Washington, DC 20036; hereafter referenced to as What Works Cities ("WWC or WWC Team"). The study is funded under prime award sponsored by The Bloomberg Family Foundation, Inc. which established the "What Works Cities initiatives ("hereafter referenced to as "WWC or WWC Team"). This LOC contains the scope of work for the project, the timeline, and the responsibilities of the various partners that will contribute to its success.

1. Summary of the Work Plan

1.1   Mayor Seiler, City Manager Feldman and the senior leadership team of the City of Fort Lauderdale have crafted an ambitious agenda for Fort Lauderdale that includes achieving the aspirational *Fast Forward Fort Lauderdale* Vision Plan, through *Press Play Strategic Plan* goals such as, connectivity and mobility, resilient infrastructure, sustainability, neighborhoods, economic development, and public safety, and innovation The WWC team, having reviewed Fort Lauderdale's WWC statement of interest and self-assessment, and having conducted an on-site workshop with Mayor Seiler, City Manager Feldman, and their staff, have identified an opportunity for which WWC can assist Fort Lauderdale in advancing its goals:

- **Open Data (Partners: GovEx and Sunlight):** Fort Lauderdale will leverage open data and data governance, in concert with existing performance management practices (i.e. FL^2STAT & Department Scorecards), to drive measurable progress on its Fast Forward Fort Lauderdale 2035 Vision. In the process, Fort Lauderdale will codify and standardize open data processes and policies to share data openly with residents, as well as internally, while ensuring staff across city departments are knowledgeable on the purpose of data collection, regularly collect and publish data, and make decisions based on such data.

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- **Analytics (Partner: GovEx)**: Fort Lauderdale will expand their internal analytic team capabilities for generating date-driven solutions that will efficiently and effectively allocate public resources.

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

2. **Working Together**

2.1 WWC consists of world-class practitioners and experts who will work with participating cities to deepen their use of data and evidence to improve residents' lives. Fort Lauderdale's open data scope of work will be supported by the Center for Government Excellence (GovEx) and the Sunlight Foundation (Sunlight). In addition, Fort Lauderdale's liaison from Results for America, Molly Daniell, will ensure that Fort Lauderdale receives clear communication from all WWC partners and that the City has access to the WWC learning network. This network includes opportunities to share experiences and learn from and with city government peers.

2.2 To ensure that the time of all parties is used efficiently with respect to the activities listed in this LOC, partners will collaborate with Fort Lauderdale via phone, video conference, and email, and on site where appropriate. Fort Lauderdale agrees to provide personnel and staff time, as further detailed on page 3 and page 5, and as determined necessary in consultation with RFA, GovEx and Sunlight. Fort Lauderdale also agrees to designate a primary point of contact to provide partnership coordination on behalf of the City.

3. **What Works Cities Partner Descriptions**

3.1 Johns Hopkins University's new 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 new 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.

3.2 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 What Works Cities, 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.

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3.3   The Sunlight Foundation is a national, nonpartisan, nonprofit organization that uses the tools of civic tech, open data, policy analysis and journalism to make government and politics more accountable and transparent to all. Sunlight's vision is to use technology to enable more complete, equitable and effective democratic participation. The Sunlight Foundation actively monitors and supports existing open data initiatives, provides research, supports best practices and offers support for new policy development. And, while Sunlight's work began in 2006 with a focus on the U.S. Congress, its open government work now takes place at the local, state, federal and international levels. Individual staff biographies are in listed in the Appendix.

4.   **Next Steps**

The next steps are to finalize work plans and sign this LOC, thus agreeing on the terms and activities outlined within. The due dates for these next steps are shown in the chart below:

Organization	Action	Date
What Works Cities	Delivers draft Work Plans to Fort Lauderdale (completed)	11/25/2015
Fort Lauderdale	Returns edits and comments to draft Work Plans (completed)	12/11/2015
What Works Cities	Delivers final Work Plans to Fort Lauderdale (completed)	12/18/2015
Fort Lauderdale	Returns signed LOC to What Works Cities Partners	~~3~~ 4/1/2016
What Works Cities	Returns countersigned LOC to Fort Lauderdale	~~3~~ 4/4/2016

After these steps are complete, the engagement will begin. The scope of work for the Open Data engagement is as follows:

5   Scope of Work: Open Data

On March 1, the City, Sunlight, and GovEx will begin the Open Data project and terminate as defined in the under Activities of the partners.

5.1   **Partners**: Fort Lauderdale, Sunlight Foundation, and GovEx

Goal: Fort Lauderdale will leverage open data and data governance, in concert with existing performance management practices (i.e. FL^{2}STAT & Department Scorecards), to drive measurable progress on its Fast Forward Fort Lauderdale 2035 Vision. In the process, Fort Lauderdale will codify and

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standardize open data processes and policies to share data openly with residents, as well as internally, while ensuring staff across city departments are knowledgeable on the purpose of data collection, regularly collect and publish data, and make decisions based on such data.

Outcomes: In order to achieve this goal, Sunlight and GovEx will help Fort Lauderdale:
- Develop a formal, comprehensive open data policy while codifying collection and publication processes;
- Make data available to employees and the public in a more useful and responsive way; and
- Link open and transparent data to the city's performance analytics programs to ensure data informs decisions that drive progress toward Fast Forward Fort Lauderdale (FFFL 2035).

Activities: Starting within fourteen days after this agreement is signed and concluding approximately 90 days thereafter, Fort Lauderdale will work with Sunlight and GovEx on a range of activities that will institute practices and a culture of open data, including:

Within 30 days after engagement begins, Fort Lauderdale will:
- **Conduct an assessment of Fort Lauderdale's existing data and performance analytics environment**, including summarizing existing data collections processes and workflows, and providing copies of any relevant existing policies;
- **Define open data goals and dataset priorities**, including a list of proposed partners and stakeholders;
- **Introduce and validate the concept of open data** to relevant internal stakeholders; and
- **Create an opportunity to publicly state Fort Lauderdale's commitment** to meeting strategic goals through open data.

Within 60 days after engagement begins, Fort Lauderdale will:
- **Create open data policy** using model policy language from Sunlight and example policies from other cities as guidance;
- **Develop a draft data governance plan for Fort Lauderdale**, including committee governance and membership, key outcome indicators, and draft meeting agendas and schedules;
- **Create an initial inventory of the City's datasets**, which are available for public release with a special focus on FL^{2}STAT key performance indicators and metrics;
- **Review datasets to be opened that integrate into the performance analytics process**; and
- **Introduce the concept of open data portals** and public-facing performance analytics dashboards, and initiate a discussion/analysis of open data portal solutions with internal stakeholders.

Within 90 days after engagement begins, Fort Lauderdale will:
- **Enact open data policy** for Fort Lauderdale;
- **Convene the initial data governance committee meeting**;

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- **Engage the governance committee** in key foundational decisions designed to facilitate the release of data to members of the FL²STAT team and ensure that Ft. Lauderdale'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.

Within 120 days after engagement begins, Fort Lauderdale will:

- **Building upon the work of the open data governance committee, engage the FL²STAT team** to work with departments to refine its metrics and targets and ensure alignment between FL²STAT, Department Scorecards, and the Fast Forward Fort Lauderdale 2035 Vision Scorecards**.**

5.2   Fort Lauderdale, with support from the Center for Government Excellence and the Sunlight Foundation, is responsible for the success of the Open Data project. Fort Lauderdale will dedicate the personnel and staff time, determined necessary in consultation with GovEx and Sunlight, to execute the activities outlined in this scope of work. Staff will include those project managers, developers, and analysts responsible for overseeing the City'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.

5.3   In order to facilitate and execute these activities, the Center for Government Excellence and Sunlight Foundation will provide Fort Lauderdale with technical assistance, resources, and tools. Fort Lauderdale should expect to receive expert, proactive support from the Center for Government Excellence and Sunlight Foundation team, working both on-site and remotely. GovEx and Sunlight staff will provide guidance with drafting executive orders and legislation by providing sample and model language, as well as offering resources and best practices. In addition, GovEx and Sunlight will offer coaching on implementation roadblocks and support connections with other Open Data practitioners.

5.3   To plan staff time for this initiative, consider that services may include weekly calls 30 minutes in length, access to 60-minute open data curriculum sessions, and webinars and facilitated meetings as agreed upon by the Fort Lauderdale, GovEx, and Sunlight.

6. **Scope of Work: Data Analytics**

On March 1, the City and GovEx will begin the Data Analytics project and terminate as defined in the under Activities of the partners.

Goal: With GovEx assistance and support from Mike Flowers, Fort Lauderdale will launch projects that will provide genuine improvements in government service delivery via data analytics, as well as lay a foundation for a politically resilient data and evidence driven decision support infrastructure.

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Outcomes: In order to achieve this goal, GovEx will help Fort Lauderdale:
- Identify and launch specific service delivery optimization projects appropriate for analytics-driven intervention, and monitor progress of the projects over time
- Socialize and expand the analytical unit's capabilities to oversee and support data-driven decision making capacity
- Align analytics and open data/performance management efforts as set forth in Fast Forward Fort Lauderdale 2035

Activities: Starting within fourteen days after this agreement is signed and concluding approximately 120 days thereafter, Fort Lauderdale will work with GovEx on a range of activities that will lay groundwork for the desired outcomes, including:

Within 60 days after engagement begins, Fort Lauderdale and GovEx will:
- **Conduct an on-site assessment of Ft. Lauderdale's current analytics capabilities through an on-site visit**, focusing on the city's needs and identifying potential projects;
- **Identify service delivery challenges that it wishes to optimize via analytics**, including summarizing existing data, and providing copies of any relevant existing policies;
- **Identify and ensure cooperation with critical stakeholders**, including but not limited to: Executive leadership, CIO or analogous agency, agencies receiving optimization assistance, and City attorney; and
- **Introduce and validate the concept of city analytics** to relevant internal stakeholders.

Within 90 days after engagement begins, Fort Lauderdale will:
- **Complete analysis of data relevant to service delivery challenges selected by City;**
- **Complete analysis of service delivery logistics chain** to identify appropriate method of surfacing analytics insight product into operations; and
- **Ensure cooperation of participating agency stakeholders in implementation of pilot project(s) via continuous communication.**

Within 120 days after engagement begins, Fort Lauderdale will:
- **Launch analytics pilot project,** testing and iterating on the project for the next 60 days;
- **Assess results of the pilot and modify where appropriate;** and
- **Identify strategy for institutionalization of capacity at enterprise level.**

6.2   Fort Lauderdale, with support from the Center for Government Excellence, is responsible for the success of the Open Data project. Fort Lauderdale 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 the City's analytics practice. 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.

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6.3   In order to facilitate and execute these activities, the Center for Government Excellence will provide Fort Lauderdale with technical assistance, resources, and tools. Fort Lauderdale should expect to receive expert, proactive support from the Center for Government Excellence team, working both on-site and remotely. GovEx staff will provide guidance on how Ft. Lauderdale should develop its internal analytical capabilities, and then assist those teams with devising and implementing data-driven solutions that effectively allocates resources. In addition, GovEx will offer coaching on implementation roadblocks and support connections with other analytics practitioners.

6.4   To plan staff time for this initiative, consider that services may include weekly calls 30 minutes in length, on-site engagement work, access to 60-minute analytics curriculum sessions, and webinars and facilitated meetings, as agreed upon by the Fort Lauderdale and GovEx.

7.   **Confidentiality and Privacy**

7.1   All parties to this LOC will agree to protect clearly marked Confidential Information of one another in a reasonable and appropriate manner, and will use confidential information only to perform its obligations under this engagement and for no other purpose. This will not apply to information which is publicly known, already known to the recipient, lawfully disclosed by a third party, independently developed, disclosed pursuant to legal requirement or order, and items that are subject to public records access laws.

7.2   WWC partners agree to use any personally identifiable information and data the City provides them only for the purposes of this engagement and as the City directs, and WWC partners will not be liable for any third-party claims related to such Fort Lauderdale agrees to take necessary actions to ensure that the City complies with applicable laws relating to privacy and/or data protection, and acknowledge that WWC partners are not providing legal advice on compliance with the privacy and/or data protection laws of any country or jurisdiction.

8   **Publicity and Use of Names**

8.1   WWC will work together with the City to pursue opportunities that highlight and celebrate the successes of Fort Lauderdale and its city leaders in the media. RFA will lead this coordinated media effort along with those in the City's communications office.

8.2   The City 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 LOC (together, "Media Releases"). Any Media Release that refers to WWC, RFA, GovEx, Sunlight and/or Bloomberg Philanthropies, and all written acknowledgements shall link to the WWC website (www.whatworkscities.org). The City 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 the City provides Media

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Releases to WWC, the City 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 requests for Johns Hopkins University approval shall be forwarded to the individual list under the section entitled "Notices.

9   Intellectual Property

WWC agrees that all trademarked or copyrighted works owned by the City (including but not limited to logos, written material, photos, and other similar works provided by the City to WWC) and provided to WWC, in any media, shall remain the property of the City. To the extent that the City provides any Media Release (and works contained therein) or trademarked or copyrighted works to WWC, the City 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 the City, including a description of activities undertaken in this LOC and learnings therefrom.

10   Liability and Indemnification

Intentionally omitted.

11   Termination of Work

Adherence by the City to timelines and deliverables is critical to the What Works Cities initiative. If either party is unable to comply with the timeline in this LOC or is unable to produce the deliverables described herein, before termination may be effective, the terminating party must provide a thirty – (30) days prior written notification to the other party, the LOC may be terminated effective immediately upon written notice served to the other party.

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12 Notices

Any notices required or provided by the terms of this LOC 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:

City of Fort Lauderdale

Technical Representative:	**Contractual Representative:**
Paula Romo	Lee Feldman
Acting Structural Innovation Manager	City Manager
City of Fort Lauderdale	City of Fort Lauderdale
100 N Andrews Ave	100 N Andrews Ave
Fort Lauderdale, FL 33301	Fort Lauderdale, FL 33179
Email: promo@fortlauderdale.gov	Email: lfeldman@fortlauderdale.gov

Results for America

Liaison Representative:	**Contractual Representative:**
Zachary Markovits, Director of City Programs	Michele Jolin, CEO
What Works Cities/Results for America	What Works Cities/Results for America
1460 Broadway	1460 Broadway
New York, NY 10036	New York, NY 10036
Ph: 212-939-6700	Ph: 212-939-6700
Email: zach@results4america.org	Email: michele@results4america.org

The Sunlight Foundation

Technical Representative:	**Contractual Representative:**
Stephen Larrick, Open Data Project Lead	John Wonderlich, Policy Director
Sunlight Foundation	Sunlight Foundation
1818 N St. NW, Suite 300	1818 N St. NW, Suite 300
Washington, DC 20036	Washington, DC 20036
Ph.: (202) 742-1520	Ph.:(202) 742-1520
Email: slarrick@sunlightfoundation.com	Email: jwonderlich@sunlightfoundation.com

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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

13   Headings

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

14   Severability

In the event any provision of this LOC is determined to be invalid or unenforceable under any 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 LOC.

15   Assignments

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

16   Counterparts

This LOC 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 LOC shall be valid or binding; and this LOC may not be enlarged, modified or altered except in writing, signed by the Parties.

SIGNATURE PAGE TO FOLLOW

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17   Signatures

The City of Fort Lauderdale, Results for America, The Sunlight Foundation, 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 LOC to be executed by their duly authorized representatives as of the Effective Date.

City of Fort Lauderdale

**AMERICA ACHIEVES,
a Delaware corporation
d/b/a RESULTS FOR AMERICA**

_____
Signature   Date

Print Name: Lee Feldman
Title: City Manager, Fort Lauderdale

_____
Signature   Date

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

The Sunlight Foundation

Johns Hopkins University

_____
Signature   Date

Print Name: Stephen Larrick
Title: Open Data Project Lead

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Signature   Date

Print Name: John P. Toscano
Title: Vice Dean for Natural Sciences

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APPENDIX

Staff Bios

Johns Hopkins University Center for Government Excellence

Beth Blauer, Executive 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.

Sheila Dugan, Senior Analyst
Before joining the Center, Sheila worked on state and national broadband adoption programs. As a 2013 Code for America fellow, Sheila helped the City of Oakland develop RecordTrac, a web application that helps cities manage and respond to public records requests. Sheila holds Bachelor of Arts in Political Science from Brown University and a Master's in Public Policy from The College of William and Mary.

Sunlight Foundation

Stephen Larrick, Open Data Project Lead
Stephen Larrick is Open Data Project Lead for the Sunlight Foundation, where he works as part of the policy team to promote transparency and open government at the local level. His current efforts focus on facilitating the adoption of meaningful and sustainable open data policies in mid-sized American cities participating in the What Works Cities initiative.

Prior to joining Sunlight, Larrick was Director of Planning and Economic Development for the City of Central Falls, Rhode Island during a time of extreme fiscal crisis. In addition to his duties as city planner, he worked closely with two state-appointed receivers and one mayor to rethink local government service delivery with a heavy emphasis on open and inclusive governance. Larrick received his Bachelor's of Arts in Urban Studies and Political Philosophy from Brown University.

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LaVita Tuff, Policy Analyst

LaVita Tuff works with the local policy team to improve online access to government information. Her work focuses on analyzing and writing about government data disclosure in addition to providing feedback on adoption and implementation of open data, open meetings and open government policies at the state and municipal levels.

Her passion for access to information comes from her community and economic development background. She previously worked as an Economic Development Specialist for the City of Baltimore. Prior to that she served as Mayoral Fellow to Mayor Stephanie Rawlings-Blake and worked on Capitol Hill. She is a graduate of Tennessee State University, the University of New Orleans Master of Urban and Regional Planning program, and the University of Baltimore School of Law.

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.

Sharman Stein, Communications Director

Sharman 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. Sharman 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.

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Molly Daniell, City Programs 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.

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