



MONDAY, APRIL 18, 2016

5:30 – 7:00 PM Welcome Reception

Reception hosted by Bloomberg Philanthropies

Patti Harris, Chief Executive Officer, Bloomberg Philanthropies

Arianna Huffington, Co-founder, President, and Editor-in-Chief of the Huffington Post Media Group

TUESDAY, APRIL 19, 2016

7:15 – 8:45 AM Registration and Breakfast

9:00 – 9:45 AM Governing with Data and Evidence with Michael R. Bloomberg

As we celebrate the first year of the initiative, What Works Cities is excited to recognize and highlight the successes of cities. In this session, Mayor Bloomberg will discuss and share best practices and lessons learned from pioneering evidence-based decision-making in cities.

Michael R. Bloomberg, Founder, Bloomberg LP and Bloomberg Philanthropies, 108th Mayor of City of New York

Jim Anderson, Head of Government Innovations, Bloomberg Philanthropies

Simone Brody, Executive Director, What Works Cities, Results for America

9:45 – 10:15 AM Break

10:15 – 11:30 AM Breakout Sessions

Commit: Transforming Data into Stories

As we continue to advance the use of data and evidence in our cities, we face the challenge of communicating our impact and successes to our residents. How do we celebrate, acknowledge, and communicate the use of data to drive decisions in such a way that links positively to affecting lives of residents? In this session, we will talk about the innovative ways cities engage their residents around data.

Alex Howard, Senior Analyst, Sunlight Foundation

Kate Bender, Deputy Performance Officer, Kansas City, MO

Julie Steenson, Deputy Performance Officer, Kansas City, MO

Measure: Ask Big Questions



You're a What Works city, now what? For many cities just starting out in this work, figuring out how and where to begin can be quite intimidating. In this session, you'll hear from one of our cities about their experience with WWC. Participants will walk out of this session with next steps on what questions to ask and how to start answering them.

Beth Blauer, Executive Director, Center for Government Excellence, Johns Hopkins University

John Giles, Mayor of Mesa, AZ

Measure: The WWC Experience

In this session, participants will hear from each WWC partner organization and city leaders about the work our great cities are doing. WWC partners will interview a city leader on the overall WWC experience and how the technical assistance they received advanced the city's goals and priorities. Participants will also ask questions of both WWC partners and cities.

David Medina, Chief Operations Officer and Co-Founder, Results for America

Stephen Larrick, Open Data Policy Lead, Sunlight Foundation

Kevin Miller, Senior Executive Analyst - Data Analytics Team Lead, San Jose, CA

Andrew Nicklin, Director of Open Data, Center for Government Excellence

Kathryn Johnston, Principle Management and Budget Analyst, Tacoma, WA

Hanna Azemati, Assistant Director, Government Performance Lab, Harvard Kennedy School

Josh Hall, Planning and Development Supervisor, Seattle, WA

Elsbeth Kirkman, Head of BIT North America, The Behavioral Insights Team

Brian Elms, Director of Peak Academy, Denver, CO

Mike Flowers, Chief Analytics Officer, Enigma

11:30 – 12:30 PM Lunch

12:45 – 2:00 PM Breakout Sessions II

Measure: Ask Big Questions

Same breakout as morning session

Take Stock: Case Study Interactive

In the Case Method, participants will put themselves in the shoes of the protagonist facing an important city decision. Participants will analyze the situation, prescribe a solution, defend their views, persuade their colleagues, and/or amend their own



position in the face of new information or persuasive arguments from others. In this session, Stephen Goldsmith will guide participants through an example case study.

Stephen Goldsmith, Daniel Paul Professor of the Practice of Govt., Ash Center for Democratic Governance and Innovation, Harvard Kennedy School

Act: Roadmap to Sustainability

The WWC initiative is designed to help cities around the country improve the use of data and evidence to drive decision-making. The What Works Cities Standard is a roadmap developed for cities to continue this advancement. How do we build momentum within cities and ensure sustainability? How do you keep the work going after WWC technical assistance ends?

John Wonderlich, Executive Director, Sunlight Foundation

Michael Nutter, David W. Dinkins Professorship of Professional Practice at Columbia University, School of International and Public Affairs

2:00 – 2:30 PM Break

2:30 – 3:45 PM Breakout Session III

Commit: Transforming Data into Stories

Same breakout as morning session

Act: Roadmap to Sustainability

Same breakout as morning session

Act: Art of Negotiation

A good portion of our work is to get internal and external buy-in from others to advance this work forward. This professional development session will provide city leaders with tangible best practices on negotiations. Participants will learn from Stuart Diamond how to be master negotiators and how to take negotiation strategies and apply them to day-to-day city government operations.

Stuart Diamond, Emeritus Practice Professor of Legal Studies and Business Ethics at University of Pennsylvania's Wharton School of Business

3:45 – 4:00 PM Break

4:00 – 5:00 PM Why Data Matters: Building a Movement



To further advance data and evidence in city government requires a collective vision and priorities. City governments are where policies are first translated into action, affecting the lives of residents around the world. In this session, we will hear from experts the vision for a world in which data drives change in our cities.

Michele Jolin, CEO & Co-Founder of Results for America

Melody Barnes, Former Director of the White House Domestic Policy Council

Mike Flowers, Chief Analytics Officer, Enigma

Kevin Merritt, CEO & Founder of Socrata

Michael Nutter, David W. Dinkins Professorship of Professional Practice at Columbia University, School of International and Public Affairs

David Wilkinson, Director of the White House Office of Social Innovation and Civic Participation

6:30 PM Walk to Dinner, Meet in the Hotel Courtyard

7:00 PM Community Dinner

After our first full day together, attendees will have an opportunity to share a meal with others in the Community of Cities. Seating will be based on geographic region.

Dos Caminos, 825 Third Avenue, New York, NY

WEDNESDAY, APRIL 20, 2016

7:15 – 8:45 AM Breakfast

9:00 – 11:30 AM Technical Assistance Track: Open Data

The Center for Government Excellence and the Sunlight Foundation will lead a workshop with staff and WWC cities to highlight the impact of Open Data in WW cities. Attendees will interact with each other to explore best practices and case study examples. City leaders will have the opportunity to better understand shared challenges in culture change and engagement.

Laurenellen McCann, Civic Innovation Fellow, Open Technology Institute

Stephen Larrick, Open Data Policy Lead, Sunlight Foundation

Andrew Nicklin, Director of Open Data, Center for Government Excellence

Technical Assistance Track: Analytics in Practice

The Center for Government Excellence will lead a workshop with staff and WW cities highlighting how analytics is driving change and producing results in cities across the country. Attendees will interact with some of the nation's leading experts on the



analytics capabilities every city should be cultivating. Participants will explore eight examples of applied analytics in depth. GovEx staff will explain how the projects were executed, highlighting the keys to success - leadership, staffing, data access, technology, methodology, and organizational positioning. Participants will walk away with a concrete understanding of each project and ideas for replication back home.

Rayid Ghani, Director of the Center for Data Science and Urban Policy, University of Chicago

Matt Gee, Co-Organizer of the Data Science for Social Good Fellowship

Mike Flowers, Chief Analytics Officer, Enigma

Melissa Schigoda, New Orleans, LA

Carter Hewgley, Director of Analytics and Performance, Center for Government Excellence

Technical Assistance Track: Results-Driven Contracting

The Harvard Kennedy School Government Performance Lab (GPL) will lead a procurement workshop with staff from WWC cities to discuss results-driven contracting and other procurement best practices. At this workshop, the GPL and city staff will discuss common challenges they face in structuring, evaluating and actively managing contracts and how to use data to drive better performance. The workshop will incorporate examples and early lessons learned from the GPL's initial engagements with WWC cities.

Jeff Liebman, Director, Government Performance Lab, Harvard Kennedy School

Greg Wass, Senior Advisor, Government Performance Lab, Harvard Kennedy School

Hanna Azemati, Assistant Director, Government Performance Lab, Harvard Kennedy School

Technical Assistance Track: Low Cost Evaluation

The Behavioral Insights Team will lead a workshop with staff and WW cities to discuss key concepts, provide examples of behavioral insights and low cost evaluation in action. The BIT team will explain their approach to breaking down a problem into addressable parts and have cities do the same for things that keep them up at night. They will coach cities through a structured BIT idea-generation technique to devise solutions to the problems identified and provide an implementation plan for cities to use once they get back home.

Elsbeth Kirkman, Head of BIT North America, The Behavioral Insights Team

Elizabeth Linos, Principal Advisor, The Behavioral Insights Team

11:30 – 12:30 Lunch
PM



12:30 – 3:00 PM **Technical Assistance Track: Open Data**
Same breakout as morning session

Technical Assistance Track: Analytics in Practice
Same breakout as morning session

Technical Assistance Track: Results-Driven Contracting
Continued from morning session

Technical Assistance Track: Low Cost Evaluation
Continued from morning session