



Bloomberg Innovation Delivery Fellowship

The Research Center for Leadership in Action at the Robert F. Wagner Graduate School of Public Service, New York University, in partnership with Bloomberg Philanthropies, is pleased to announce a call for applications for the Bloomberg Innovation Delivery Fellowship.

The Bloomberg Innovation Delivery Fellowship is part of an initiative to support Innovation Delivery Teams in five cities across the United States. Innovation Delivery Teams help mayors develop and deliver powerful solutions to major urban challenges. Situated in a mayor's office, these teams of top performers bring rigorous focus and best-in-class practice to identifying powerful solutions, developing implementation plans and then managing for results – effectively engaging all necessary stakeholders to support success throughout the process. Bloomberg Philanthropies has invested \$24 million over three years to enable five cities – Atlanta, Chicago, Louisville, Memphis, and New Orleans – to recruit and hire top tier talent to staff their teams (see attached press release and news coverage). Over the next three years, each city will receive extensive technical assistance and support through the initiative to get the teams up and running and to identify best practices and lessons as each team customizes the model to meet local needs.

The fellowship will recruit five early-tenure professionals who aspire to exceptional careers in public service to support these new teams. Each fellow will serve a two-year commitment as part of the Innovation Delivery Team in one of the selected cities. Reporting to the Team Director, fellows will add value to the cities by supporting city-specific strategies, documenting progress in all phases of the innovation and delivery process, and implementing data collection systems and basic analysis that accelerate progress and elevate best practices on government innovation.

This fellowship will offer an unparalleled leadership opportunity that includes a hands-on learning experience supported by a national learning network and first-tier academic expertise. The program provides fellows a unique understanding of government innovation coupled with access to senior leaders in municipal government and the opportunity to be part of a groundbreaking team model that brings real change to one of the selected American cities.

| Selected Cities, Mayors and Priority Areas | | |
|--|------------------------|--|
| Atlanta | Mayor Kasim Reed | <ul style="list-style-type: none"> • Introduce 311 and other initiatives to improve customer service • Dramatically reduce street homelessness |
| Chicago | Mayor Rahm Emanuel | <ul style="list-style-type: none"> • Reduce waiting and processing times for key city services • Dramatically scale energy efficiency efforts |
| Louisville | Mayor Greg Fisher | <ul style="list-style-type: none"> • Partner with Lexington to implement a new regional export strategy • Improve agency performance and public accountability |
| Memphis | Mayor A C Wharton, Jr. | <ul style="list-style-type: none"> • Increase small business growth in target neighborhoods • Reduce handgun violence |
| New Orleans | Mayor Mitch Landrieu | <ul style="list-style-type: none"> • Reduce waiting and processing times for key city services • Reduce homicides |



Fellowship Components

- Full-time assignment to one of the selected cities for the duration of the two-year program
- Orientation, including leadership development and training in policy analysis and management topics relevant to the fellow role and the assigned city priority areas
- Site visits to other Innovation Delivery Team cities with opportunities for development and learning
- Access to networking opportunities with peers and influential leaders in municipal government
- Shared fellowship experience and deep connection with a supportive group of peers
- Hands-on experience with leading edge approaches to innovation

Responsibilities

- Report to and work side-by-side with the Team Director as she or he builds the Team and oversees its work, being deployed as needed to support the development and execution of city-specific strategies
- Ensure that a clear record is kept of process and programmatic work and innovations at the individual city level
- Document the Team's progress in all stages of the innovation and delivery process, which will include tracking and analyzing data
- Contribute to the knowledge building effort led by NYU Wagner and participate in fellowship activities (e.g., convenings, conference calls)

Qualifications

- Graduate degree in public policy or administration plus at least two years of work experience preferred. In exceptional cases a Bachelor's degree plus four years of work experience may be accepted.
- Background and demonstrated interest in public sector policy and implementation. Public sector work experience is strongly preferred; in the case of applicants without a graduate degree it is required.
- Exhibited leadership and project management responsibilities; strong communication skills; positive and proactive "can do" attitude.
- Familiarity with data collection and analysis and strong analytical and writing skills
- Demonstrated eligibility to work in the U.S.

Application Requirements

Please submit the following by November 15, 2011

- Fellowship application form indicating the cities of interest in ranked preference order
- Resume
- Two short statements (500 words or fewer per statement), one describing your interest in public sector innovation and the other your readiness for serving as a Bloomberg Innovation Delivery Fellow
- One reference letter and the names and contact information of two additional references



Selection and Notification Process

- Fellows will be pre-selected through a national competitive process and finalists will be selected by the cities indicated in the application forms
- Final decisions will be made by January 6, 2012
- Fellows will be required to start work on site in their assigned city on January 17, 2012

Compensation

- Full-time salary of \$60,000 annualized
- Reimbursement of pre-approved health insurance

Contact Information

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FOR IMMEDIATE RELEASE
Thursday, July 14, 2011

**BLOOMBERG PHILANTHROPIES ANNOUNCES \$24 MILLION TO FUND
INNOVATION DELIVERY TEAMS IN FIVE MAJOR CITIES**

Grants Awarded to Atlanta, Chicago, Louisville, Memphis, and New Orleans

Mayors Project to Provide Additional Government Innovation Grants to Cities

New York, NY – Bloomberg Philanthropies today announced a \$24 million initiative to fund *Innovation Delivery Teams* that help mayors effectively design and implement solutions to pressing city challenges. The three-year initiative will fund teams, comprised of high-performing staff, in five cities: Atlanta, Chicago, Louisville, Memphis, and New Orleans. To meet each city's impact goals in priority areas, these teams will generate innovative solutions, develop implementation plans, and manage progress towards defined targets. Bloomberg Philanthropies will fund the salaries of these staff members and provide a range of support for the project's duration.

In each city, the *Innovation Delivery Team* will focus on top priority issues identified by City Hall, achieving results and producing value. In Atlanta, the team will implement a comprehensive 311 system to improve customer service. In Memphis and Louisville, the teams will implement new job-growth strategies. In Chicago and New Orleans, the teams will cut waiting and processing times for key city services.

The *Innovation Delivery Team* grants are the first made through the Mayors Project, the new government innovation program at Bloomberg Philanthropies. The Mayors Project has two goals: increase innovation capacity within municipal government and disseminate effective programs and policies across cities. Additional investments will be made through the Mayors Project over the coming year.

"Mayors are uniquely positioned to tackle some of our most pressing challenges – from growing jobs to fighting climate change to keeping quality of life high," said Michael R. Bloomberg. "The Mayors Project will fuel these efforts by spreading effective programs and strategies between cities and helping mayors work together in new ways around solutions. We are excited to kick off this new initiative in partnership with these five great American cities."

The *Innovation Delivery Team* model draws from successful approaches that have been utilized worldwide. In New York City, for example, Mayor Bloomberg established teams

to develop and implement bold anti-poverty, sustainability, and efficiency agendas. Similarly, Former Prime Minister Tony Blair formed the Prime Minister's Delivery Unit to achieve impact in transportation, education, health, and criminal justice. In Malaysia, Prime Minister Najib Razak's Performance Management and Delivery Unit has documented critical gains in advancing that nation's government and economic transformation plans.

The five cities selected are all large American cities with strong executive forms of municipal government. Most of the mayors are in the first 18 months of their first terms in office, giving the *Innovation Delivery Teams* sufficient time to achieve impact under the current administration. Team leaders shall report directly to the mayor and oversee a team of five to ten members, depending on city size and scope. Given this variation, the size of the grants awarded to each city will vary from \$1.4 to 2 million per year.

| <i>Selected Cities, Mayors and Priority Areas</i> | | |
|--|------------------------|--|
| Atlanta | Mayor Kasim Reed | <ul style="list-style-type: none"> • Introduce 311 and other initiatives to improve customer service • Dramatically reduce street homelessness |
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"I am deeply honored that Bloomberg Philanthropies has chosen the City of Atlanta to receive this grant," said Atlanta Mayor Kasim Reed. "I want to thank Mayor Bloomberg for his leadership in supporting innovation-based strategies to solve the most challenging problems facing America's cities. With this investment, we will be able to modernize and improve our existing customer service model, initiate a 311 strategy, and reduce homelessness and panhandling in Atlanta. This grant will help our city launch these vital initiatives and will have a lasting impact on the quality of life for all Atlanta residents."

“Bloomberg Philanthropies’ generous grant will create a top-notch team in the Mayor’s Office to help us deliver better services to taxpayers for less,” said Chicago Mayor Rahm Emanuel. “I’m committed to ensuring Chicago continues as a world-class hub of innovation, technology and business – and we must start by making City government more effective. The Innovation Delivery Team will get to work immediately on finding new, creative solutions for two priority issues – reducing the time Chicagoans spend in line to start a new business, get a permit or obtain a new license, and creating Energy Efficiency Target Zones throughout Chicago to significantly reduce energy use.”

“My goal as mayor is to create an entrepreneurial culture in Louisville that focuses on innovation and breakthrough ideas,” Louisville Mayor Greg Fischer said. “This grant helps our city make a giant leap toward that goal.”

“Memphis is thrilled to be included in this exciting project, and we are honored by Bloomberg Philanthropies’ generous investment,” said Memphis Mayor A C Wharton, Jr. “Our nation’s difficult economic climate means America’s cities must do more with fewer resources. We have to be more creative than ever when it comes to serving our citizens, keeping them safe, and helping them prosper. Fortunately, America is now in the midst of a revolutionary period in social innovation. Thanks to Bloomberg Philanthropies’ Innovation Delivery Team grant, Memphis can take part in accelerating the research, the ideas, and ultimately, the solutions that will strengthen our nation moving forward.”

“I am honored that New Orleans continues to be recognized as a hub for innovation and change,” said New Orleans Mayor Mitch Landrieu. “I look forward to working with Bloomberg Philanthropies and my colleagues in the other selected cities to implement this powerful new approach. In New Orleans, the Innovation Delivery Team will help us with two of our most important priorities, reducing violent crime and improving customer service, delivering a better quality of life for our residents.”

Over the past nine months, Bloomberg Philanthropies surveyed government officials and a range of philanthropic, academic, and private and nonprofit organizations, to inform its approach to government innovation. This included convening 14 mayors of major American cities for a day of strategizing and idea generation in March. Throughout these conversations, mayors and other stakeholders have identified both a heightened need for municipal innovation – demand for services is up and pressure on municipal budgets is severe – and a set of common barriers local leaders consistently face. These barriers include siloed bureaucracies, a lack of risk capital, inflexible regulations, and challenges associated with successfully implementing programs that have been proven elsewhere. The Mayors Project’s dual focus on increasing innovation capacity within municipal government and disseminating effective programs and policies across cities aims to address these challenges.

Throughout these efforts, Bloomberg Philanthropies will identify groups of cities interested in working on particular issues. Peer-to-peer learning networks that accelerate progress and elevate best practices will be established, and lessons learned will be shared broadly with other cities, academics, and grantmakers.

Partnership with NYU Wagner to Document and Share Best Practices

Bloomberg Philanthropies also announced a new partnership with New York University's Robert F. Wagner Graduate School of Public Service. The team at NYU Wagner will identify key learnings across cities as they develop and implement Innovation Delivery Teams and document and translate those learnings into resources other cities can use.

"NYU Wagner is proud of its work on innovation and leadership and we are excited to partner with Bloomberg Philanthropies in its new effort," said Dean Ellen Schall. "We look forward to helping capture and synthesize key lessons across these initiatives in order to both build the knowledge base and support municipal innovation nationwide."

Bloomberg Philanthropies focuses on the arts, education, the environment, government innovation, and public health.

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Bloomberg gives mayors \$24M grants for innovation

By **ERRIN HAINES** Thursday, July 14 2011

ATLANTA (AP) — New York's billionaire mayor is handing out a combined \$24 million in grants to five colleagues around the country to fund programs addressing various issues in their cities, from energy efficiency to handgun violence.

New York City Mayor Michael Bloomberg announced the grants Thursday as part of the Mayors Project, a new government innovation program at his charity, Bloomberg Philanthropies. The grants will go to the mayors of Atlanta, Chicago, Louisville, Ky.; Memphis, Tenn.; and New Orleans.

"Mayors are uniquely positioned to tackle some of our most pressing challenges," Bloomberg said in a statement. "The Mayors Project will fuel these efforts by spreading effective programs and strategies between cities and helping mayors work together in new ways around solutions."

Bloomberg formed his eponymous philanthropy organization to handle all his donations. Forbes ranks him as the 10th richest American, with a net value of \$18 billion as of March.

In his inauguration speech, Atlanta Mayor Kasim Reed pledged to improve his city's approach to customer service and to help all its residents. He was sidetracked by the urgent need to balance the budget and tackle pension reform, but now plans to renew his focus on those original goals with help from Atlanta's share of the grant.

All of the mayors chosen are in their first 18 months of their terms in office. The money will pay the salaries of teams operating outside of city governments, who will help cities carry out and manage their plans with set goals to measure success. The project will also identify groups of cities interested in working together on particular issues to share best practices.

Each city chose two initiatives and will have three years to tackle them. Reed said Atlanta will use its \$3.4 million to create a 311 phone system to improve customer service and to address homelessness and panhandling.

"After we really faced the challenges of getting our fiscal house in order, I wanted to focus on issues that have to do with the quality of life and how people think and feel and experience the city," Reed said in a telephone interview.

Memphis Mayor A.C. Wharton Jr. said his city's \$4.8 million will help attract the intellectual capital he needs to lure investment without angering cash-strapped citizens.

"There has to be a degree of independence from the fiercely competing demands of municipal government," he said in a telephone interview. "I'm having trouble keeping parks open. I'm laying off people here. The unions are suing me. It's hard to reach into that same kitty and say: 'I want to dream big.' As good as that may be, that's just a hard sell."

Wharton will tackle two priorities: revive areas of Memphis cut off by highway construction and approach handgun violence as a public health crisis. He said the grant allows him to capitalize on existing momentum in his city.

"We've been on a roll here in Memphis," Wharton said. "The city is anxious. The people are ready for these big changes. We just haven't been able to really bring in the talent that we need to envision, develop and actualize these plans and take advantage of the rebirth of spirit that this city is now undergoing."

Chicago Mayor Rahm Emanuel aims to cut the amount of time aspiring entrepreneurs wait in line to start a new business, get a permit or obtain a new license, and will focus on significantly reducing energy use. Louisville Mayor Greg Fischer wants to partner with the city of Lexington to implement a new regional export strategy and improve public accountability. New Orleans Mayor Mitch Landrieu wants to reduce homicides.

Bruce Katz, director of the metropolitan policy program for the Washington-based Brookings Institution, called the initiative a great development.

"This is well-structured, resourced, bottom-up innovation that is reflective of the fiscal challenges that many cities face," Katz said. "The recovery is very sluggish. Job growth is anemic, and we're losing public sector jobs. The long-term effect of this is not just the individual innovations, but the ability to spread innovation across the country."

The Atlanta Journal-Constitution

Credible. Compelling. Complete.

Atlanta gets Bloomberg funds

\$1.4 million annual grant to go toward 311 system, reducing homelessness.

By **Ernie Suggs**
esuggs@ajc.com

Atlanta is one of five cities named Thursday by New York Mayor Michael Bloomberg and his Bloomberg Philanthropies to share in \$24 million to design and implement programs to meet pressing civic needs.

Atlanta Mayor Kasim Reed confirmed that the city will receive \$1.4 million annually – for the rest of Reed's first term in office – to address two of its biggest needs: to create and fund a comprehensive 311 system to improve governmental customer service, throughout the city, and to reduce Atlanta's street homeless and panhandling problem.

"I am grateful to Mayor Bloomberg's generosity with advice and time," Reed said. "This funding will raise the level of performance in Atlanta and focus on what it takes to build a best-in-class 311 center."

In each of the chosen cities, Bloomberg's initiative will fund

five- to six-person "innovation delivery teams." In New York, Bloomberg established teams to develop anti-poverty, sustainability and efficiency movements that were adopted into his administration.

Atlanta's team would develop the 311 system and provide expertise; salaries would be paid by Bloomberg Philanthropies, which will provide support for the project's duration.

Last year, Atlanta hired Amy Phuong as the city's chief services officer by using a \$200,000 Cities of Service Leadership Grant from Bloomberg and the Rockefeller initiatives. Chicago, Louisville, Memphis and New Orleans also received grants for various projects. "This grant was heavily influenced by the kind of talent we have been attracting here in Atlanta," Reed said.

Money and resources previously have prevented Atlanta from building a 311 calling center, something that Baltimore, Charlotte and Miami offer. Atlanta residents have had no guidance in finding a department or city service and often have clogged up 911 with non-emergency calls.

"There is no single point of

entry to access government services now," said Duriya Farooqui, Atlanta's deputy chief operating officer, who will oversee the hiring of the team. "Instead of citizens trying to figure it out, they can call 311 and get quick answers."

Reed and Farooqui have not set a firm timetable for when a 311 center would open or whether a national search will be conducted to find someone to run it. "We need someone who lives this," Reed said. "We will let the team determine the time line because they are going to be the ones coming to us with budget demands."

Although the funding breakdown hasn't been established, Anita Beaty, executive director of the Metro Atlanta Taskforce for the Homeless, is cautiously optimistic the grant will assist Atlanta's growing homeless population. The city has more than 45,000 homeless people, Beaty estimated.

"I would never say we have enough resources, but the issue is housing. ... The city needs a lot of money to create the type of facilities to get people off the street right now," said Beaty, who runs the Peachtree and Pine homeless shelter.

Chicago Tribune
- CHICAGOLAND -

Emanuel gets \$6M to reinvent city

Bloomberg grant to aid mayor's innovation effort

BY KRISTEN MACK
Tribune reporter

Mayor Rahm Emanuel is getting \$6 million from the private foundation of New York Mayor Michael Bloomberg as he tries to reinvent city government.

Chicago's new mayor will use the money to create an innovation team in his office. The roughly 10-member team will be tasked with finding ways to reduce the amount of time businesses and residents spend waiting to get a permit or obtain a new license.

Emanuel hopes the cash will help him deliver on a campaign promise to create targeted zones throughout the city that reduce energy use.

The grant is among the first made through the Mayors Project, a new government innovation program at Bloomberg Philanthropies.

The foundation looked at the nation's 100 largest cities and sought out mayors with strong executive forms of government. Other cities receiving a combined \$24 million are Atlanta; Louisville, Ky.; Memphis, Tenn.; and New Orleans. Most of the mayors are less than 18 months into their first term in office, giving them time to produce results under the current administration.

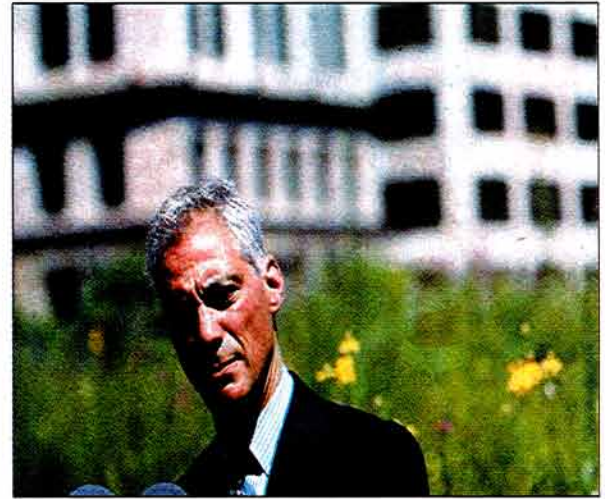
Bloomberg said he wanted to give money to a crop of "new, young and energetic" mayors who are willing to try new things that under the "normal political process would take a long time to do, particularly in tough economic times."

"Mayors are uniquely positioned to tackle some of our most

pressing challenges — from growing jobs to fighting climate change to keeping quality of life high," Bloomberg said.

Chicago's grant came out of a conversation Emanuel and Bloomberg had in April during a farewell send-off to then-Mayor Richard Daley at the Art Institute, Emanuel said. A month away from being sworn into office, Emanuel said he told Bloomberg about some of the projects he wanted to put in place to "reinvent government." The incoming mayor also told Bloomberg he needed money to do it.

"He's been an innovator, not just in one sector of life with Bloomberg, modernizing and using technology, but he's been a trailblazer in the public sector," Emanuel said. "Now we have the ability to scale (our programs) up because we have foundation backing. Rather than stick to the rules, I want to see if we can do



NANCY STONE/TRIBUNE PHOTO

Mayor Rahm Emanuel is being awarded a \$6 million grant to help fund innovation efforts to reinvent city government.

something creative by rewriting the rules."

The innovation delivery team model is adapted from initiatives similar to ones Bloomberg created in New York to focus on issues such as poverty, sustainability and efficiency.

Emanuel is expected to match the grant with \$1 million a year from private partners. The mayor said he will reach out to local entrepreneurs to raise the money.

This isn't the first time Emanuel has relied on foundations for

money. Emanuel asked some of Chicago's largest nonprofit foundations — MacArthur, Joyce, McCormick and Spencer — to pay for his transition at a cost of \$200,000. Five Chicago foundations also contributed at least \$1 million to a joint city-county plan to provide summer programs in four neighborhoods to study which ones best prevent youth violence.

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NEW ORLEANS

NOLA.COM/NEWS CONTINUOUS BREAKING NEWS

Grant will help craft crime plan

*Bloomberg sends
N.O. \$4.2 million*By Frank Donze
Staff writer

Along with four other U.S. cities, New Orleans will receive a share of \$24 million in grants earmarked to help mayors address a range of challenges,

from lowering high crime rates and homelessness to improving customer service and energy efficiency.

Each city can choose two initiatives and will have three years to tackle them under a program established by philanthropist and New York City Mayor Michael Bloomberg.

Mayor Mitch Landrieu said New Orleans will use part of its \$4.2 million allocation to pay for staff members charged with developing strategies to reduce

the city's murder rate, which is 10 times higher than the national rate and five times higher than the rate for other cities of comparable size.

The rest of the grant will be used to find ways to improve customer service, specifically reducing waiting and processing times for business owners seeking permits. Landrieu said that component includes implementing a "one-stop shop" for issuing permits.

"I am honored that New

Orleans continues to be recognized as a hub for innovation and change," Landrieu said Thursday. "I look forward to working with Bloomberg Philanthropies and my colleagues in the other selected cities to implement this powerful new approach."

All of the mayors chosen to participate in Bloomberg's program are in their first 18 months in office.

The money will pay the salaries of teams, operating outside of city governments, who will

help cities carry out and manage their plans with set goals to measure success. The project will also identify groups of cities interested in working together on particular issues to share best practices.

The other cities selected for the program are Atlanta, Chicago, Louisville, Ky., and Memphis, Tenn.

Bloomberg, a billionaire businessman who won the New York

See BLOOMBERG, B-3

mayor's office in 2002, established the "Mayors Project" grant program to increase innovation capacity in municipal governments and to bring effective new policies to cities.

"Mayors are uniquely positioned to tackle some of our most pressing challenges," Bloomberg said in a written statement. "The Mayors Project will fuel these efforts by spreading effective programs and strategies between cities and helping mayors work together in new ways around solutions."

Landrieu recently hired former City Councilman James Carter as his criminal justice commissioner to work with Police Superintendent Ronal Serpas on attacking the root causes of violence and murder. The team paid for by Bloomberg Philanthropies will assist that effort.

Serpas has said he wants to reduce homicides in New Orleans by 5 percent this year. If he meets the mark, nine fewer victims would lose their lives in 2011 than in 2010.

Landrieu has indicated that he would like the Police Department to aim higher. "That doesn't seem ambitious enough for me," he said recently, while noting that the chief has a better grasp than he of what the NOPD can do to chip away at the city's longtime homicide problem.

Federal experts have found that unlike in other cities, killings in New Orleans generally

aren't driven by gangs or drugs but by the escalation of ordinary arguments.

Seeking ways to head off disagreements before they explode into gunfire, Carter has been exploring a range of social programs with a track record of making a dent in crime.

Options range from sports leagues that teach children to resolve conflicts without violence to intervention initiatives such as CeaseFire, a Chicago-based program that engages highly trained, streetwise workers to seek out those most likely to exact revenge after a shooting and try to cool them down.

In Atlanta, Mayor Kasim Reed said the city will use its \$3.4 million to create a 311 customer-service phone system and to address homelessness and panhandling.

Memphis Mayor A.C. Wharton Jr. said his city's \$4.8 million will help tackle two priorities: reviving areas cut off by highway construction and approaching handgun violence as a public health crisis.

Chicago Mayor Rahm Emanuel aims to cut the time aspiring entrepreneurs must wait in line to start a new business, get a permit or obtain a new license, and he also will focus on significantly reducing energy use.

Louisville Mayor Greg Fischer wants to partner with the city of Lexington to implement a new regional export strategy and improve public accountability.

The Courier-Journal

Louisville gets \$4.8 million grant

Its goal: Increase jobs, city efficiency

By Sheldon S. Shafer
sshaffer@courier-journal.com
The Courier-Journal

Bloomberg Philanthropies is providing a \$4.8 million grant to Louisville Metro Government to help develop breakthrough ideas to improve city services and grow jobs.

The grant, awarded by the organization headed by New York City Mayor Michael Bloomberg, is among the largest private grants awarded to Louisville in recent years. The city plans to raise another \$2.4 million in local dollars, creating a \$7.2 million project. The

money will be spent in equal portions over three years, Mayor Greg Fischer said during a Metro Hall news conference Thursday morning.

He expressed optimism about raising the matching money from local foundations or universities.

The mayor said the money is intended to find ways to make local government more efficient and services more cost effective.

"My goal as mayor is to create an entrepreneurial culture in Louisville that focuses on innovation and breakthrough ideas," he said. "This grant helps our city make a giant leap toward that goal."

Fischer said about a dozen people reporting to the mayor's office will work on the Bloomberg-funded initiatives, with most of them in place by late September. He said

the staff will be a combination of contract consultants and people added to the city payroll, including data analysts and other specialists.

The city may try to continue the work of the team with local money after the Bloomberg grant runs out, he said.

The team will work nearly full time on problem solving, the mayor said. As an example, it could examine how the city collects garbage and handles recycling, then propose ways to make the operations more efficient.

Part of the money also will support a Brookings Institution-sponsored study announced earlier this month by Fischer and Lexington Mayor Jim Gray to develop a "metropolitan business plan" for the Lexington-Louisville corridor. It would include identifying poten-

tial-growth industries and proposing ways to attract those firms.

Some of the money also will provide training for many of the city's 6,500 employees, including helping them develop leadership and problem-solving skills.

James Anderson, head of the government grants program for the Bloomberg organization, said Bloomberg originally looked at about 100 major cities for funding. Other cities receiving similar awards were Atlanta, Chicago, Memphis and New Orleans.

Factors in deciding on the recipients included strong executive forms of government and recently elected mayors with administrations committed to innovation.

Reporter Sheldon S. Shafer can be reached at (502) 582-7089.

THE COMMERCIAL APPEAL

FRIDAY, JULY 15, 2011 | COMMERCIALAPPEAL.COM

Grant to fight gun violence, help economy

By AMOS MAKI
maki@commercialappeal.com

Mayor A C Wharton says he'll use the \$4.8 million that he's getting from the private foundation of New York Mayor Michael Bloomberg to help reduce handgun violence in Memphis and spur economic development in the inner city.

The money will pay for "innovation teams" to focus on reviving blighted or abandoned properties in the city core and to approach the problem of handgun violence as a public health crisis, Wharton said.

Memphis is one of five cities splitting a \$24 million grant as part of the Mayors Project, a government innovation program of Bloomberg Philanthropies.

"Mayors are uniquely positioned to tackle some of our most pressing challenges — from growing jobs to fighting climate change to keeping quality of life high," Bloomberg said.

The \$4.8 million grant requires a 50 percent local match, which would bring the total to \$7.2 million. Kerry Hayes, special assistant to the mayor, said a "precise breakdown

Please see FUNDS, A3

of public/private sources" for the \$2.4 million match hasn't been determined.

Other recipients of Bloomberg grants are the mayors of Atlanta, Chicago, New Orleans and Louisville, Ky.

The grant money will pay the salaries of teams operating outside of city government who will help the cities carry out their plans.

In New York, Bloomberg used similar teams to develop anti-poverty, education and efficiency programs.

"This is for one thing: the talent to help us get the best and brightest to fight these issues," Wharton said Thursday. "We're going to use this to attract more intellectual capital and financial capital."

Wharton said he would launch a worldwide search to find the "best and brightest" to staff the teams. The grant agreement calls for the city to hire a director by Sept. 6.

Each city chose two initiatives and will have three years to tackle them.

■ Atlanta Mayor Kasim Reed said his city will use its money to create a 311 phone system to improve customer service and to address homelessness and panhandling.

■ Chicago Mayor Rahm Emanuel aims to cut the amount of time aspiring entrepreneurs wait in line to start a new business, get a permit or obtain a new license, and will focus on reducing energy use.

■ Louisville Mayor Greg Fischer wants to work with the city of Lexington in a

new regional export strategy and to improve public accountability.

■ New Orleans Mayor Mitch Landrieu wants to reduce homicides.

Wharton, whose relationship with Bloomberg stretches back to his term as Shelby County mayor, selected the goals of fighting gun violence and spurring job creation in the city core, possibly by rehabilitating vacant and abandoned commercial properties in the inner city.

"Folks want safety and folks want jobs, and I think this is a good combination," said Wharton. "They're tied together. You cannot sustain the pursuit of economic development if the image that you're not safe is out there."

Wharton said the city needs an approach to combating gun violence that resembles the fight against a health care epidemic.

In 2009, 114 people were killed with guns in Memphis. In 2010, 84 people were killed with guns. So far this year, 61 people have been killed with guns.

"We're never going to be successful at combating that if we continue to treat it as a law enforcement problem," he said.

The announcement put Memphis in the national spotlight for the second time in four days. On Monday, the White House included Memphis in a six-city pilot program called "Strong Cities, Strong Communities," designed to allow local officials to dictate what they need from the federal government.

— Amos Maki: (901) 529-2351