FOR IMMEDIATE RELEASE
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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.

<table>
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<th>Selected Cities, Mayors and Priority Areas</th>
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| **Atlanta** | Mayor Kasim Reed | • Introduce 311 and other initiatives to improve customer service  
• Dramatically reduce street homelessness |
| **Chicago** | Mayor Rahm Emanuel | • Reduce waiting and processing times for key city services  
• Dramatically scale energy efficiency efforts |
| **Louisville** | Mayor Greg Fischer | • Partner with Lexington to implement a new regional export strategy  
• Improve agency performance and public accountability |
| **Memphis** | Mayor A C Wharton, Jr. | • Increase small business growth in target neighborhoods  
• Reduce handgun violence |
| **New Orleans** | Mayor Mitch Landrieu | • Reduce waiting and processing times for key city services  
• Reduce homicides |

"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."
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.
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 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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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 $34 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 ini-
tiatives 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 com-
parable 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 seek-
ging permits. Landrieu said that
component includes implement-
ing a "one-stop shop" for issuing
permits.

"I am honored that New
Orleans continues to be recog-
nized as a hub for innovation and
design," Landrieu said Thurs-
day. "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 pro-
gram are in their first 18 months
in office.

The money will pay the sala-
ries of teams, operating outside
of city governments, who will
help cities carry out and man-
age 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, Chi-
cago, Louisville, Ky., and Mem-
phis, Tenn.

Bloomberg, a billionaire busi-
nessman who won the New York

See BLOOMBERG, B-3
Louisville gets $4.8 million grant

By Sheldon S. Shafer
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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.

“ar of 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 potential-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.
Grant to fight gun violence, help economy

BY AMOS MAKI
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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.

"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.

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