

Transform
your city
through
innovation



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DEAR CITY LEADER,

Mayors are addressing some of the nation's most complicated challenges—from poverty to safety to sustainability. As urban leaders, they are in an ideal position to innovate, enhance quality of life, and transform cities. It is a power that is unique to mayors, as the same capacity does not exist in state capitals or in Washington.

At Bloomberg Philanthropies, we believe in the transformational powers of mayors, and we know that while many urban leaders aspire to innovate, they are often hindered by local politics, governance structures, and risk aversion. That's why, over the past three years, Bloomberg Philanthropies has developed a range of initiatives to support local innovation efforts. Since mayors are in the best position to improve the lives of citizens, we want to help them overcome obstacles and access the tools they need to collaborate, innovate, implement, and get things done faster and better.

We created the Innovation Delivery Model to take some of the risk out of innovation and enable mayors to develop and deliver powerful solutions to major urban challenges. Working in mayors' offices, Innovation Delivery Teams bring rigorous focus to identifying solutions, developing implementation plans, and working with partners in and out of city government to improve communities.

The first five cities to test the Innovation Delivery Model—Atlanta, Chicago, Louisville, Memphis, and New Orleans—have demonstrated that the Model helps mayors generate better ideas, respond more efficiently to complex challenges, make smarter, more data-driven decisions, and have a greater likelihood of changing their cities for the better. Within two years, the cities made major progress:

- Chicago, in the first nine months of work, cut in half the time required for licensing and inspecting new restaurants.
- Louisville revamped emergency medical services, redirecting a quarter of low-severity 911 medical calls away from emergency rooms.
- New Orleans reduced murders by 20% in the first 12 months of implementation.

The Innovation Delivery Model has helped cities succeed because it provides a structured approach to innovation and helps prioritize brainstorming, planning, and accountability, while using data to drive decisions. It helps mayors solve top-priority issues and provides them with the tools they need for long-term success.

I'd like to welcome you to learn more about the Innovation Delivery Model. We hope this Playbook will accelerate your efforts to devise and execute great ideas for your citizens.

Sincerely,



Michael R. Bloomberg



PROBLEM

Cities are uniquely able to innovate and transform citizens' lives, but face many barriers to developing and implementing solutions to tough challenges.



SOLUTION

The Innovation Delivery Model empowers mayors to take on high-priority problems and have greater certainty that they will achieve meaningful results and make their cities better for citizens.



Using the Innovation Delivery Model

To get started, a mayor must first recognize the importance of innovation, and dedicate time and resources to make it happen. Solving big problems through bold innovation must be at the heart of what the mayor seeks to accomplish.

Innovation Delivery Teams are based in city hall and the Director reports to the mayor. The Team members serve as in-house consultants to help the mayor and other partners solve the city's biggest challenges.

The Innovation Delivery Team works in close collaboration with partners inside and outside of city government to address top mayoral priorities. These priorities may be quite broad to start, such as “blight” or “customer service.” When the Team starts its work, it will work with its partners to narrow broad priorities into specific challenges.

The Innovation Delivery Model enables cities to:

- Study solutions that have been tried in the United States and globally.
- Set expectations high, think big and boldly, and generate new ideas.
- Use project management routines that promote collaboration, planning, monitoring, and accountability.
- Use data and targets to understand problems and track results.
- Work intensively on one or two top mayoral priorities.
- Make progress in a short time—only a year or two. Once the work is under way and progress is assured, the team should hand off responsibility to city partners and begin tackling new priorities.

The Steps of the Innovation Delivery Model

The Innovation Delivery Model guides cities through four steps:



First, the Team and its partners investigate the problem by gathering information and data about it and researching how the problem affects other cities. The goal of this phase is to break down a problem into challenges with understood causes. Second, the Team assesses possible solutions—both by gathering ideas from other cities and by thinking creatively and generating bold new solutions. Third, the city selects the most promising ideas and creates a plan for implementing them. In the fourth and final step, the city puts its plan into action and begins monitoring results.

The graphic below highlights the major activities of the Team and its partners within each step.



1 INVESTIGATE THE PROBLEM

Key components

- Break the priority down into challenges.
- Gather data (from your city and beyond); analyze and draw conclusions.
- Assess how other cities experience the problem; talk to experts.
- Identify the issues that contribute most to the challenge.
- Set preliminary targets for each challenge.



2 GENERATE NEW IDEAS

Key components

- Survey ideas implemented in other cities and assess their suitability locally.
- Devise creative new approaches to address challenges through brainstorming, idea competitions, and other techniques that engage new voices.
- Filter and refine ideas by engaging with citizens and other stakeholders.

CASE STUDY: NEW ORLEANS

In 2011, New Orleans earned the unwanted title of murder capital of the United States, with more murders per capita than any other city. Mayor Mitch Landrieu made reducing homicides a top priority. At his direction, the city's new Innovation Delivery Team worked with the police, educators, and other experts to craft and implement solutions. Here are the steps New Orleans followed:

-  **1 INVESTIGATE THE PROBLEM**
 - A detailed analysis showed that murders were concentrated in certain neighborhoods and related to gang or small group activity.
 - Focus groups of police and youth helped clarify New Orleanians' perceptions of the problem.
-  **2 GENERATE NEW IDEAS**

The team:

 - Reviewed strategies of Baltimore, Philadelphia, Chicago, and beyond.
 - Brainstormed with the Mayor, national police chiefs, and criminologists.
 - Engaged local partners in health and education, as well as in affected communities to devise new approaches.
-  **3 PREPARE TO DELIVER**
 - The Team prioritized initiatives, evaluating feasibility and impact.
 - The Mayor and his Team crafted a radical approach meshing together new and tested intervention strategies that addressed the circumstances on the ground—especially group violence—and dealt with high-risk victims and offenders.
 - The Mayor endorsed aggressive targets for reducing homicides.
-  **4 DELIVER AND ADAPT**
 - The Team organized frequent check-ins with a broad group of partners.
 - The Team reviewed progress at regular “stocktakes” with senior leaders.
 - Initiatives were monitored and midcourse adjustments were made.

EARLY RESULTS

In the twelve months following launch, the city's murder rate dropped 20%, from 193 murders in 2012 to 155 in 2013. This was the lowest number in nearly 30 years. “Group related” murders, a hidden driver of the murder rate, fell and the number of murders in identified “hot spot” neighborhoods declined by 37%.



3 PREPARE TO DELIVER

Key components

- Rank and then select potential initiatives.
- Each initiative will have an Owner, responsible for implementation, and a Sponsor, responsible for success. The Owner and Sponsor work closely with the Team.
- Set targets for each initiative.
- Develop implementation plans for each initiative.



4 DELIVER AND ADAPT

Key components

- Install key delivery routines, including “stocktakes,” meetings at which Sponsors and Owners report to the mayor on progress.
- Monitor progress and push for results.
- As the Team achieves targets, it steps away, turning responsibility over to city partners and moving on to new mayoral priorities.

10 Tips for Innovation Delivery Success

- 1** The mayor must embrace the Innovation Delivery Model and prioritize the Team's work.
- 2** The Team must tackle the mayor's top priorities.
- 3** The Team must identify, engage, and collaborate with partners in and outside of city government from the moment it is formed.
- 4** Cross boundaries. Don't allow traditional walls dividing city departments and agencies—or sectors—to interfere with collaborating.
- 5** Do thorough research. Understand what solutions have worked and which ones haven't. Don't reinvent the wheel unnecessarily.
- 6** Be willing to reinvent the wheel when existing solutions won't produce the results you seek.
- 7** Think big. This is a chance to set high expectations and devise creative solutions to the biggest problems facing the city.
- 8** Keep metrics and targets as simple as possible.
- 9** Track metrics and targets relentlessly. Use results to drive decisions.
- 10** The Innovation Delivery Team must know when to leave initiatives it has pioneered in the hands of agency partners and move on to new priorities.



THE FIRST 5 INNOVATION DELIVERY CITIES

Atlanta
Chicago
Louisville
Memphis
New Orleans

Visit www.bloomberg.org/program/government for a quick overview of the Innovation Delivery Model. There you can also find the Innovation Delivery Playbook, a detailed guide to putting the Model in place in your city. The guide describes each step in great detail and includes a toolkit of helpful resources and templates.





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