

TOUGH  
CHALLENGES?

**BOLD  
RESULTS.**

Bloomberg  
Philanthropies

TRANSFORM YOUR CITY  
THROUGH INNOVATION

## **Innovation Delivery Grant Application**

Please submit your completed application to [governmentinnovation@bloomberg.org](mailto:governmentinnovation@bloomberg.org) as an attachment by October 6, 2014. Please refer to our Frequently Asked Questions document for information on eligibility and other criteria before submitting an application. Should you have questions about the application during the competition, please do not hesitate to reach out to [governmentinnovation@bloomberg.org](mailto:governmentinnovation@bloomberg.org).

### *Section A: What problem(s) is your city seeking to solve?*

1. Please describe one or two issues in your city that you feel are most ripe for bold innovation. For each issue listed, please provide background information that captures the problem's breadth and its impact on your city or citizens, including specific data points where available. (Up to 250 words per issue)

### *Section B: How does your city tackle top mayoral priorities today?*

2. When your mayor's office takes on a big priority—e.g., expanding access to early education, reducing gun violence, increasing the stock of affordable housing—how does your city currently: (Up to 400 words total)
  - a. Investigate the problem, gather data, and research other cities' experiences?
  - b. Generate and assess possible, innovative solutions?
  - c. Approach implementation planning, particularly when more than one city department is responsible for rolling out new initiatives?
  - d. Track progress and monitor success following implementation?
3. Reflecting on your responses to Question #3, in what ways might your city's current approach be improved with Innovation Delivery? (Up to 250 words)

### *Section C: How do you propose to implement the Innovation Delivery approach?*

4. In the first round of grants, Bloomberg Philanthropies supported the introduction of new, stand-alone teams to implement the Innovation Delivery approach. While we expect to make some similar grants again, we also believe that the Innovation Delivery approach can be effectively implemented by tapping existing city staff—drawn from units such as quality assurance, performance management, or innovation—or some combination of new and existing staff. In this upcoming cohort of grants, Bloomberg Philanthropies aims to fund teams through a range of implementation and staffing structures—e.g., small teams, large teams, dedicated staff, shared or seconded staff, stand-alone teams, teams that sit within existing executive branch units. We are looking for cities to use this approach in diverse and customized ways that tap existing assets where possible and practicable. Whatever structure you propose, we expect at least one person's time would be 100 percent devoted to Innovation Delivery work. Drawing on your city's unique organizational strengths and assets, please describe your vision for embedding Innovation Delivery in your city. (Up to 250 words)

5. What staff positions—either new or existing—do you feel would be necessary to effectively and faithfully deploy Innovation Delivery in your city? For each position, please indicate:
- a. Percentage of time dedicated to Innovation Delivery and, if applicable, a brief description of additional responsibilities (**Note:** we expect at least one person will be 100% dedicated to Innovation Delivery work);
  - b. Whether it is a new position or part of an existing unit;
  - c. Whether it would be filled by someone currently on staff, or require a recruitment process;
  - d. Professional background and/or skills required to succeed.

Staff position	% time on Innovation Delivery	New position? (Y/N)	Filled by someone already on staff, or will there be a recruitment process?	What professional background and skills are required?

6. Illustrate where these positions would fit relative to your mayor in an organizational chart. (Please either paste the organizational chart into the body of this application or submit as a separate attachment with your application).
7. What is your strategy for attracting and hiring top talent to staff the Innovation Delivery efforts in your city? (Up to 100 words)

*Section D: Budget*

8. Please complete the table below to describe projected annual expenses for all Innovation Delivery personnel, and the grant amount you are requesting to cover personnel expenses. **Note:** winning cities will be awarded additional funds to support staff activities, to be determined following grantee selection.

Staff Position	Annual Salary	Annual Benefits	%FTE	Total	Total Grant Requested
<b>TOTAL</b>					

*Section E: Innovation*

9. Which bold and innovative initiative is your mayor most proud of? Please be sure to describe what made the initiative so innovative. (Up to 100 words)