

Frequently Asked Questions

1. *What is Innovation Delivery?*

Innovation Delivery is an approach for bringing innovation to city challenges. It helps mayors generate bigger, bolder ideas—and successfully bring them to life. It combines best-in-class idea generation techniques with a structured, data-driven approach to delivering results. Mayors have effectively used this approach on issues as diverse as murder reduction, economic development, and customer service.

2. *What is the Innovation Delivery Grant Program?*

Bloomberg Philanthropies has tested the Innovation Delivery approach through a multi-year investment in five cities. Given the success seen to date, as well as growing interest by mayors in using innovation techniques, we are significantly expanding the program. Cities will be competitively selected to participate in this next phase of the Grant Program through the 2014 Innovation Delivery competition.

3. *Can you provide more details about the competition?*

The competition was launched in mid-August, and applications are due by October 6, 2014. During the competition, Bloomberg Philanthropies will host conference calls for eligible cities to provide more details and answer questions about Innovation Delivery, the Grant Program, and the application. In addition, interested cities can submit questions via email to governmentinnovation@bloomberg.org at any time during the competition. Winning cities will be selected by the end of the calendar year, and new Teams should be staffed and ready to begin work no later than spring 2015.

4. *What do winning cities receive?*

Selected cities will receive a significant cash investment, expert consulting assistance, and opportunities to collaborate and share knowledge with a growing community of peers around the nation.

More specifically, winners will receive:

- A three-year grant, with annual funding ranging from \$250,000 to \$1,000,000 per year. Grant amounts will be based on applicant's proposed staffing structure and requirements. For this round of grants, Bloomberg Philanthropies is interested in funding teams through a variety of 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—and hopes new grantees will implement the Innovation Delivery approach in diverse, customized ways.
- Remote and on-site technical assistance.
- Membership in the elite Innovation Delivery professional community, including access to online resources and opportunities to conference with other cities involved in the program.

5. *Who is eligible?*

Eager mayors with a bold vision! Bloomberg Philanthropies' goal is to support mayors who wish to deploy the Innovation Delivery approach and use this powerful tool to tackle their most important and difficult challenges.

- Interested cities must have a minimum population of at least 100,000 people.
- Cities in which the mayor has a minimum of two years remaining in office as of January 1, 2015, and is eligible to run for another term, are eligible. Please note that there is a preference for cities in which the mayor has at least three years remaining in office.
- Applications should originate from the mayor's office. We welcome collaborations between mayors and city managers or commissioners; however, only one application per city will be considered.

6. *How are cities chosen to participate in the program?*

Bloomberg Philanthropies will invest in cities that demonstrate their commitment to using Innovation Delivery to solve their city's most important challenges. Applications will be reviewed for the following criteria:

- An applicant's intention to achieve bold and sustained change on an issue that matters to citizens;
- A demonstrated understanding of how Innovation Delivery will help an applicant's city achieve its goals;
- A credible plan for how the Innovation Delivery approach will integrate with and strengthen the city's existing organizational structure and culture;
- A commitment to bold innovation.

7. *What are the requirements for structuring Innovation Delivery work in my city?*

In the first round of grants, Bloomberg Philanthropies supported the introduction of new, stand-alone teams to implement the four-step Innovation Delivery approach. We expect to make some similar grants again. Based on our experience, and reports from a number of cities, we also believe that the Innovation Delivery approach can be effectively implemented by leveraging 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 that build on cities' unique strengths and organizational assets. The key for us is to understand how your city would faithfully adopt the four-step approach, while ensuring appropriate mayoral participation, accountability, and relentless focus on performance. For example, would you need an entirely new group of city hall staffers to make it happen? Would you redirect a few lines from your existing performance management staff to form the team – and hire one new senior person to lead their efforts? Would your existing Chief Innovation Officer be the one to direct the initiative, hiring new staff members to support the management of Innovation Delivery work? Would you hire a new Innovation Delivery director, and then support the director by seconding staff from various departments on a temporary basis? There's no one right answer, here; we encourage you to present your vision for the best way to implement



the Innovation Delivery approach in your city. Whatever structure you propose, we expect at least one person's time would be 100 percent devoted to Innovation Delivery work.

8. If selected, what are my city's responsibilities?

If your city is selected as a grant recipient, your mayor's office will be expected to:

- Implement the Innovation Delivery approach faithfully and consistently on the city's most pressing priorities;
- Work in close collaboration with Innovation Delivery coaches for the duration of the grant period, and maintain a willingness to accept guidance regarding implementation of the approach;
- Serve as active, willing, and helpful members in the broader learning community of cities using Innovation Delivery;
- Invest local dollars in Innovation Delivery efforts alongside Bloomberg Philanthropies;
- Develop and execute a strategy to secure public funding to sustain Innovation Delivery efforts beyond the grant term prior to the end of the second year of the grant. (The third year of funding is contingent on the city acquiring public funding for a portion of the Innovation Delivery staff expenses by the conclusion of the second year.)

9. What options do I have for utilizing grant funds?

Grant funding is intended to support city staff who are implementing Innovation Delivery, and also to support expenses related to the work of the Innovation Delivery Team. Grant funds cannot be used for the implementation of initiatives developed by the Team and its partners. Specifically, grant funds may be used for the following purposes:

- To support staff positions needed to implement the Innovation Delivery approach;
- For activities associated with executing Innovation Delivery. For example, travel to other cities to learn about promising practices, staff development, and engagement of subject-matter experts, research partners, or other consultants.

10. Is there a matching requirement? What counts towards the match?

Yes. The purpose of the matching requirement is to accelerate impact in grantee cities by generating new resources that otherwise would not have been dedicated to Innovation Delivery efforts. These new matching funds can be used to meet the expectation regarding commitment of public funding to support Innovation Delivery staff positions prior to the start of the third year of the grant, and can also be used for implementation costs associated with Innovation Delivery initiatives. Cities will be expected to match the grant at a 1:3 ratio.

