

12-0-0078

(Do Not Write Above This Line)

AN ORDINANCE

BY COUNCILMEMBER H. LAMAR WILLIS

LEGISLATION FOR ANTICIPATION AND APPROPRIATION OF THE BLOOMBERG GRANT FOR INNOVATION DELIVERY IN THE AMOUNT OF \$3,123,000.00

ADOPTED BY
JAN 17 2012
COUNCIL

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred: 1/3/12
 Referred To: Finance/Exc
 Date Referred
 Referred To:
 Date Referred
 Referred To:

First Reading

Committee _____
 Date _____
 Chair _____
 Referred To _____

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Refer To

FINAL COUNCIL ACT
 2nd
 1st & 2nd Readings
 Consent
 V Vote

CERTIFIED

JAN 17 2012

ATLANTA CITY COUNCIL PRESIDENT

CERTIFIED

JAN 17 2012

Rodolph Douglas
 MUNICIPAL CLERK

MAYOR'S ACTION

APPROVED

JAN 26 2012

WITHOUT SIGNATURE
 BY OPERATION OF LAW



**AN ORDINANCE
A PERSONAL PAPER BY COUNCIL MEMBER H. LAMAR WILLIS**

AUTHORIZING THE CHIEF FINANCIAL OFFICER TO AMEND THE FY 2012 INTERGOVERNMENTAL GRANT FUND BUDGET, OFFICE OF THE MAYOR, BY ADDING TO ANTICIPATIONS AND APPROPRIATIONS GRANT FUNDS IN THE TOTAL AMOUNT OF THREE MILLION ONE HUNDRED TWENTY THREE THOUSAND DOLLARS AND NO CENTS (\$3,123,000.00) FROM THE BLOOMBERG FAMILY FOUNDATION INC. FOR THE MAYORS' PROJECT; AND FOR OTHER PURPOSES.

WHEREAS, the City of Atlanta ("City"), was selected as recipient of grant funds from The Bloomberg Family Foundation Inc, ("Bloomberg") for the Mayors' Project, an initiative with the purpose of helping mayors unlock innovation to solve pressing local challenges, create new value for residents and position cities for long-term growth and opportunity (the "Project"); and

WHEREAS, Ordinance 11-O-1138 adopted by the Atlanta City Council on August 15, 2011 and approved per City Charter Section 2-403 on August 24, 2011, authorized the Mayor to execute documents in connection with acceptance of grant funds from Bloomberg and implementation of the Project; and

WHEREAS, the City entered into a grant agreement with Bloomberg (attached hereto as Exhibit A) for implementation of the Project in the amount of Three Million One Hundred Twenty Three Thousand Dollars and No Cents (\$3,123,000.00); and

WHEREAS, the City's Department of Finance and the Office of the Mayor desire to anticipate and appropriate grant funds associated with the Project in the amount of Three Million One Hundred Twenty Three Thousand Dollars and No Cents (\$3,123,000.00).

THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA, HEREBY ORDAINS, as follows:

SECTION 1: That the FY12 Intergovernmental Fund Budget, Office of the Mayor is hereby amended as follows:

Add To Anticipations

Fund	2501	Intergovernmental Grant Fund
Dept	040301	Exe COO-EXE CHIEF OPERATING OFFICER



Account	3710001	Private Foundation	
Func/Activity	1320000	EXE COO – EXE Chief Operating Officer	
Project	04211189	EXE Innovation Delivery	
Funding Source	12034	Mayor’s Project-Bloomberg Gra	
Total			\$3,123,000.00

Add To Appropriations

Dept	040301	Exe COO-EXE CHIEF OPERATING OFFICER	
Account	5999999	Projects & Grant Summary	
Func/Activity	1320000	EXE COO – EXE Chief Operating Officer	
Project	04211189	EXE Innovation Delivery	
Funding Source	12034	Mayor’s Project-Bloomberg Gra	
Total			\$3,123,000.00

SECTION 2: That all ordinances or parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

A true copy,

Deputy Clerk

ADOPTED by the Atlanta City Council
APPROVED as per City Charter Section 2-403

JAN 17, 2012
JAN 26, 2012



EXHIBIT A: Attached Grant Agreement



GRANT AGREEMENT

GRANT AGREEMENT (hereinafter referred to as the “Agreement”) made as of the 1st day of November, 2011 by and between The Bloomberg Family Foundation Inc. (the “Foundation”) and the City of Atlanta, a Georgia municipal corporation of the State of Georgia (the “Grantee”).

WHEREAS, the Foundation has created an initiative with the purpose of helping mayors unlock innovation to solve pressing local challenges, create new value for residents and position cities for long-term growth and opportunity, as more fully described in Schedule A attached hereto (the “Initiative”); and

WHEREAS, the Grantee is well positioned to benefit from the Initiative and agrees to the provisions herein; and

WHEREAS, the Foundation wishes to make a donation to the Grantee as part of the Initiative whereby the Grantee will create an Innovation Delivery Team, as described below.

NOW, THEREFORE, THE FOUNDATION AND THE GRANTEE AGREE AS FOLLOWS:

1. Grant. The Foundation pledges and agrees that it will make grants to support the Program, as defined below, in the aggregate amount of \$3,267,000 (the “Total Initiative Support”). A portion of the Total Initiative Support in an amount equal to \$144,000 shall be contributed by the Foundation to a third-party grantee in support of the Bloomberg Fellows Program, and it is understood that the services of a Bloomberg Fellow will be provided by such third-party grantee to the Grantee for a period of two years. The Foundation shall grant directly to the Grantee the remaining portion of the Total Initiative Support in an amount not to exceed \$3,123,000 in cash (hereinafter sometimes referred to as the “Grant” and the “Grant Funds”). Grant Funds shall be available during the period beginning on the date of this agreement and ending on December 31, 2013. Grant Funds shall be paid in U.S. Dollars. Grant Funds will be paid in at least four installments after receipt by the Foundation of the enclosed countersigned copy of this Agreement and according to the following payment schedule and instructions for payment:



<u>Payment Date</u>	<u>Payment Amount</u>	<u>Contingent Upon</u>
On or before December 15, 2011	Not to Exceed \$766,133	<ul style="list-style-type: none"> • Receipt of countersigned copy of this Agreement
On or before February 29, 2012	Not to Exceed \$561,867	<ul style="list-style-type: none"> • Provision of satisfactory final budget as described in Section 3 • Satisfactory progress with respect to the Program • Compliance with all other terms of this Agreement
On or before November 1, 2012	Not to Exceed \$1,328,000	<ul style="list-style-type: none"> • Satisfaction of matching requirements described in Section 5 • Satisfaction of benchmarks described in Schedule A • Timely reports and satisfactory progress with respect to the Program • Compliance with all other terms of this Agreement
On or before May 1, 2013	Not to Exceed \$467,000	<ul style="list-style-type: none"> • Satisfaction of matching requirements described in Section 5 • Timely reports and satisfactory progress with respect to the Program • Compliance with all other terms of this Agreement

2. Purpose. The Grant shall be used by the Grantee to create and support small units situated in the Grantee's mayor's office, staffed with top talent and charged with driving innovation agendas and delivering results to ensure that measurable progress is achieved in the areas of highest concern to the city, as identified by the mayor (an "Innovation Delivery Team"). In particular, the Grant shall be used to introduce 311 and other initiatives to improve customer service and dramatically reduce street homelessness in accordance with the requirements set forth on Schedule A attached hereto (the "Program"), and to engage in other activities as are consistent with the Program as outlined in this Agreement and the schedules attached hereto, including the Program budget as set forth on Schedule C attached hereto (the "Program Budget" or the "Budget").

3. Use of Grant Funds.

(a) Scope and Budget. Under United States law, Grant Funds may be expended only for charitable, scientific, literary or educational purposes. This Grant is made only for the purposes stated in this Agreement and the schedules attached hereto, and it is understood that Grant Funds will be used for such purposes in accordance with the Program



Budget described in section 3(b). Any Grant Funds not expended or committed for the purposes of the Grant, or within the period stated above, must be returned to the Foundation, unless otherwise authorized in writing by the Foundation.

(b) Budget. The Program Budget has been developed to cover costs related to the Program and the Foundation's funding of the Program. The Program Budget is currently allocated among budget lines based on the Grantee's and the Foundation's estimates of the appropriate allocation. On the date hereof, the Grantee shall provide to the Foundation as Schedule C hereto a draft final Budget setting forth the final allocation of the Grant Funds. The Grantee and the Foundation shall work together to make any further changes to such draft, and if the Grantee has not provided to the Foundation a final Budget (incorporating any agreed-to changes) satisfactory to the Foundation by February 15, 2012, the Grantee shall return any unexpended or uncommitted Grant Funds to the Foundation, and the Foundation shall have the right to discontinue funding the Program or cancel the Grant with respect to any then undistributed Grant Funds. Once approved by the Foundation, the final Budget shall supersede and replace the Program Budget initially attached hereto as Schedule C. The Grantee must adhere to the Program Budget. The Grantee must deposit the Grant Funds in an interest-bearing account or other short-term investment vehicle and must apply any interest earned to the Program. Any additional income related to Grant Funds, including but not limited to dividends, interest or appreciation must be used for the Program.

(c) Key Persons. In order to ensure that the work of the Innovation Delivery Team is not jeopardized, it is critical that the Grantee quickly fills vacancies, should they occur, with well-qualified candidates. The Grantee shall notify the Foundation within 3 business days if a key member of the Innovation Delivery Team (director, project manager or performance management lead (together, the "Key Persons") resigns or otherwise ceases to be employed by the Grantee. The Foundation shall have the right to discontinue funding the Program or cancel the Grant with respect to any then undistributed Grant Funds if (a) any vacant position is not filled within 60 days after such notification with a person possessing similar skills and capabilities, (b) the Foundation has not been provided employment history information about the person hired to fill the vacancy that demonstrates the person is well-qualified to fill the position, or (c) in the event that any Key Person is not devoting all of his or her business time to the Program.

(d) Restrictions on Distribution of Grant Funds. The Grantee acknowledges that it is familiar with the U.S. Executive Orders and laws that prohibit the provision of resources and support to organizations and individuals and/or organizations associated with terrorism and terrorist related lists promulgated by the U.S. Government, the United Nations, and the European Union. The Grantee will take all precautions necessary to ensure that none of the Grant Funds will be used in support of or to promote violence, terrorist activity or related training, whether directly through its own activities and programs, or indirectly through its support of, or cooperation with, other persons and organizations known to support terrorism or that are involved in money laundering activities. In addition, the Grantee confirms that no Grant Funds will be paid to, or on behalf of, U.S. Government officials.

4. Reporting.



(a) Financial Reports. The Grantee shall provide semi-annual financial reports reflecting expenditures according to the line-item categories of the Program Budget as of the end of the applicable reporting period.

(b) Narrative Reports. The Grantee shall provide narrative accounts of what has been accomplished by the expenditure of Grant Funds (including an assurance that the activities under the Grant and the Program have been conducted in conformity with the terms of this Agreement). The narrative reports shall also include copies of any media coverage of the Program and two copies of any publication, audio or video program, film or other media project produced by the Grantee under this Grant for archival and/or research purposes. The Foundation shall have the right to make, or obtain from the Grantee, additional copies of any Grant product and to disseminate such products.

(c) Specific details and formats for all reports will be shared at a later date. All reports should be submitted electronically to the attention of reports@bloomberg.org on or by the following dates:

Report Type	Report Requirements	Report Due Date
Semi-annual Financial / Narrative	Activity for the period from January 1, 2012 through June 30, 2012 Summary of idea generation process Implementation plans for each initiative including: <ul style="list-style-type: none"> - Interim and final target deliverables - Performance metrics related to those deliverables - Clear roles and responsibilities for all relevant agencies and partners - Work plan to reach stated goals, including identification of risks and interdependencies - Detailed budgets Progress on fundraising to meet the match requirement and strategy for fulfilling the year 1 match by October 5, 2012.	August 1, 2012
Semi-annual Financial / Narrative	Activity for July 1, 2012 through December 31, 2012 Delivery progress including: <ul style="list-style-type: none"> - Performance metrics reporting on progress against deliverables mutually 	February 1, 2013



	<p>agreed upon by Grantee and the Foundation (e.g., 50% of quick wins fulfilled and interim benchmarks for longer-term targets)</p> <ul style="list-style-type: none"> - Achievement of initiative milestones as identified in implementation plans <p>Refined initiative and implementation plans based on performance and learnings to-date</p>	
Semi-annual Financial / Narrative	<p>Semi-annual activity for the periods from:</p> <ol style="list-style-type: none"> 1) January 1, 2013 through June 30, 2013 2) July 1 through December 31, 2013 <p>Delivery progress including:</p> <ul style="list-style-type: none"> - Performance metrics reporting on progress against deliverables mutually agreed upon by Grantee and the Foundation - Achievement of initiative milestones as identified in implementation plans 	<ol style="list-style-type: none"> 1) August 1, 2013 2) February 1, 2014
Final Report	<p>Date of this Agreement through December 31, 2013</p> <p>Delivery progress including:</p> <ul style="list-style-type: none"> - Performance metrics reporting on progress against deliverables mutually agreed upon by Grantee and the Foundation - Achievement of initiative milestones as identified in implementation plans 	February 1, 2014

(d) The Grantee will be required to submit additional periodic reports as requested by the Foundation (format to be specified by the Foundation) on program progress.

(e) If any report is not submitted, further payments, if any, under this Grant or under any other Foundation grant to the Grantee shall be withheld,

5. Matching Requirement. The purpose of the match requirement is to accelerate impact in the Grantee’s priority areas by generating new resources that otherwise would not have been dedicated to the Innovation Delivery Team or their work. The “Matching Requirements” shall meet the following conditions and shall be satisfied if the following conditions are met:



(a) The Grantee shall match the Grant by raising an amount equal to: (i) in year one of the Grant, at least \$700,000; and (ii) in year two of the Grant, at least \$389,000 (collectively, the "Matching Funds"). The Matching Funds must be secured by October 5, 2012 with respect to the first year match and April 5, 2013 with respect to the second year match.

(b) By each of October 5, 2012 and April 5, 2013, the Grantee shall provide a certification of the amount that has been raised by the Grantee during the preceding year in compliance with this Section 5, including information about amounts paid, amounts pledged and amounts received in respect of prior pledges in fulfillment of the Matching Requirement.

(c) Pledged amounts, outright grants or gifts, or amounts appropriated through the Grantee's budget-setting process (but only to the extent that the annual appropriations during any matching period exceed the annual appropriation that existed prior to the date of this Agreement), which are designated to be used to support the Initiative and/or the Innovation Delivery Team and which are made in cash are eligible for Matching Requirement purposes, unless otherwise agreed to by the Foundation.

(d) If the Grantee has not fulfilled the Matching Requirement during the required period, the Foundation's obligation to disburse any unpaid portion of the Grant Funds shall terminate and, with respect to those Grant Funds already disbursed by the Foundation but not matched by the Grantee, the Foundation shall review the Grantee's position and determine if (i) the Grant term and matching period should be extended, (ii) the unmatched portion of the Grant Funds should be returned to the Foundation or (iii) other options should be pursued.

6. Record Maintenance and Inspection. The Grantee shall make its books and records related to the Program available for inspection at reasonable times by the Foundation or its assignee. The Grantee shall maintain records of expenditures, as well as copies of the reports submitted to the Foundation, for at least four years after completion of the use of the Grant Funds. The Foundation may monitor and conduct evaluations of Grantee operations under the Grant. Such monitoring may include the Foundation's personnel or assignees: (i) visiting the Grantee to observe the Program, (ii) speaking with Grantee staff members regarding the Program and (iii) conducting a review of financial records related to the Program.

7. Prohibition on Lobbying and Other Compliance with Tax Laws. Grant Funds may not be used by the Grantee:

(a) to carry on propaganda, or otherwise attempt to influence any specific legislation through (i) an attempt to affect the opinion of the general public or any segment thereof or (ii) communication with any member or employee of a legislative body, or with any other governmental official or employee who may participate in the formulation of the legislation (except technical advice or assistance provided to a governmental body or to a committee or other subdivision thereof in response to a written request by such body, committee or subdivision), other than through making available the results of non-partisan analysis, study or research;

(b) to influence the outcome of any specific public election or to carry on, directly or indirectly, any voter registration drive;



(c) to engage in activities that require any member of the Innovation Delivery Team to register as a lobbyist or be identified as a lobbyist in a registration or report filed with a public agency by any other person or entity; or

(d) to support the election or defeat of a candidate for public office, finance electioneering communications, register prospective voters or encourage the general public or any segment thereof to vote in a specific election.

8. Grantee Representation. Conduct by the Grantee of the activities described in Schedules A, B and C hereto in the manner described therein shall not cause the Grantee to be in violation of any federal, state, local or municipal law, rule, regulation or ordinance.

9. Compliance. If the Foundation is not satisfied with the progress of the Program or the content of any written report, and if after any corrective action agreed upon between the Foundation and the Grantee has been taken, the Foundation is still not satisfied, the Foundation shall have the right to suspend or discontinue the funding of the Program or to cancel the Grant with regard to any undistributed Grant Funds.

10. Grant Announcements and Public Reports. The Grantee agrees to acknowledge the Foundation's funding in publications, advertising, speeches, lectures, interviews, press releases, internet web pages, and other similar activities related to the Initiative (together, "Media Releases"). The Grantee shall provide copies of all Media Releases to the Foundation and obtain the Foundation's consent prior to publication or distribution in any format of any Media Release.

11. Copyrights. The Grantee hereby grants to the Foundation a non-exclusive, royalty-free, worldwide, perpetual license, to all Grantee's rights, in all media now known or hereafter developed, to reproduce, distribute, publicly display and perform and create derivative works from all works developed by the Grantee as part of the Grant. The Grantee shall maintain at all times the sole and exclusive right to its own name, patents, copyrights, trademarks and registrations.

12. Initiative Coordination. The Grantee acknowledges that the success of the Program and of the Initiative is dependent upon the sharing of information, and cooperation generally, among partners in the Initiative. Accordingly, the Grantee shall submit updates, at the times and in the format requested by the Foundation, about Program status, contacts and other requested topics in order to keep the other partners in the Initiative apprised of developments concerning the Initiative and in order to prevent duplication of efforts and achieve maximum Program impact.

13. Governing Law. This Agreement shall be interpreted in accordance with the laws of the State of New York and the Code, with respect to any claims or disputes arising between the parties hereto. Any claims or disputes between the Grantee and any third-party shall be interpreted in accordance with the laws of the State of Georgia.

14. Miscellaneous. This Agreement may be executed in two or more counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument. This Agreement shall be binding upon, inure to the benefit of, and may be



enforced by, each of the parties to this Agreement and its successors and permitted assigns. Each provision of this Agreement shall be considered separable, and if, for any reason, any provision or provisions hereof are determined to be invalid, illegal or unenforceable, such invalidity, illegality or unenforceability shall attach only to such provision and shall not in any manner affect or render illegal, invalid or unenforceable any other provision of this Agreement, and this Agreement shall be carried out as if any such illegal, invalid or unenforceable provision were not contained herein. This Agreement, including any schedules, amendments, modifications, waivers, or notifications relating thereto may be executed and delivered by facsimile, electronic mail, or other electronic means. Any such facsimile, electronic mail transmission, or communication via such electronic means shall constitute the final agreement of the parties and conclusive proof of such agreement, and shall be deemed to be in writing and to have the same effect as if signed manually.

[SIGNATURE PAGE FOLLOWS]



IN WITNESS WHEREOF, the parties to this Agreement have affixed their signatures as of the date first written above:

one of two originals
ATTEST:

The Bloomberg Family Foundation Inc.

Before me this 28th day
of December, 2011.

Angela K. Hom
Notary Public

Diane Rizzo
Diane Rizzo
Authorized Person

ANGELA K. HOM
NOTARY PUBLIC,
State of New York No. 01HO6172501
Qualified in Queens County
Certificate Filed in New York County
Commission Expires August 13, 2015

[Signature]
Municipal Clerk (Seal)
RECOMMENDED:

CITY OF ATLANTA:
[Signature]
Mayor

APPROVED AS TO FORM:

[Signature]
Assistant City Attorney

APPROVED:

[Signature]
Chief Procurement Officer



Schedule A Program Description

Overview

The Innovation Delivery Team grants are among the first grants to be made through the Mayors Project. The Mayors Project is the centerpiece of Bloomberg Philanthropies' government innovation program and it aims to spread proven or promising ideas between cities, replicating innovative programs, policies, and leadership strategies that solve pressing challenges and position municipal government to create greater impact.

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. The Innovation Delivery Team model draws from successful approaches used around the world. In New York City, Mayor Bloomberg established teams to develop and implement bold anti-poverty, sustainability, and efficiency agendas. 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 Bloomberg Family Foundation Inc. (the "Foundation"), through the Mayors Project, is funding Innovation Delivery Teams in five cities. The goal is to demonstrate that this model can significantly increase innovation and drive powerful results in various cities, across multiple issue areas, and under different mayors. To adequately assess the impact of the model and its replicability, it is important that a core set of elements is consistently implemented across cities, even as each mayor identifies his or her city's priority issues and interventions, hires his or her own director and team, and otherwise brings innovation to the project and the team's work.

Personnel Services

A core set of positions and capacities are required on all Innovation Delivery Teams. Additional positions can be customized as needed to align with both the existing capacity in the mayor's office and the specific needs of the local innovation agenda. While Innovation Delivery Teams work in consultation with agency staff and other key stakeholders to identify powerful solutions, develop implementation plans, and deliver results, they do not do direct implementation. They do, however, bring expert project management to the implementation process and consult with implementers to identify challenges and adjust strategy when needed to achieve results.

- a. Personnel Services (PS) expenses cannot exceed 70% of the total Grant in a given year.
- b. Salaries of Innovation Delivery Team members shall be commensurate with other mayor's staff at similar levels.
- c. Innovation Delivery Team members shall be provided fringe benefits commensurate with other mayor's office employees.
- d. Innovation Delivery Team members shall be provided work space and equipment (computer, printer, phone, blackberry, etc) commensurate with other mayor's office employees.
- e. Innovation Delivery Team members shall focus solely on the activities outlined in this Agreement. Specifically, the vast majority of the Innovation Delivery Team's time



(roughly 95%) will be dedicated to introducing 311 and other initiatives to improve customer service and dramatically reducing street homelessness. The remaining portion will be devoted to sharing the unit's strategic framework and best practices for innovation and delivery throughout city government and participating in the Bloomberg Philanthropies' Innovation Delivery Team cohort activities.

- f. The following core staff positions are required:
- **Director:** The director of the Innovation Delivery Team reports directly to the mayor and is trusted to interact with agency heads and other senior staff members. (S)he is the member of the mayor's senior leadership team charged with delivering on at least two of the city's top priorities as identified by the mayor. Sitting outside the line management hierarchy of the mayor's office, (s)he must neither manage, nor be managed by the agency heads and/or other senior staff members who are responsible for the specific policy priorities assigned to the Innovation Delivery Team. Characteristics of successful candidates for the Innovation Delivery Team director position include demonstrated: (i) ability to manage large scale change efforts; (ii) understanding of the mechanics of city government; (iii) track record of establishing targets and delivering results; (iv) direct experience working with high-ranking government or private sector leaders; and (v) ability to thoughtfully and respectfully engage diverse stakeholders around a shared vision for achieving results.
 - **Project Managers (one per focus area):** Reporting to the director, the project managers are responsible for coordinating all work across their respective priority areas, from facilitating idea generation through implementation planning and delivery. This includes creating work plans, developing working relationships and liaising with agency heads and other stakeholders in order to deliver on the established innovation delivery targets.
 - **Performance Management Lead:** Reporting to the director, the performance management lead is responsible for building and monitoring the performance management system the Innovation Delivery Team uses to track its progress across all priority areas. (S)he actively supports the project managers throughout implementation, assembling, and analyzing performance data on all initiatives. (S)he is also be responsible for overseeing evaluation by a third-party evaluator if such a group is brought in.
 - **Bloomberg Innovation Delivery Fellow:** Reporting to the director, the Bloomberg Innovation Delivery Fellow is part of a national fellowship program run by the New York University Robert F. Wagner Graduate School of Public Service ("NYU"). The fellow's responsibilities include (i) ensuring a clear record is kept of process and programmatic work and innovations at the individual city level, (ii) participating in all fellowship activities (e.g., fellowship convenings and phone calls), and (iii) supporting the Innovative Delivery Team as needed, helping to expand its internal capabilities and deepen its impact. The fellow will be selected by the City from a pool of candidates assembled by NYU and will be paid by NYU.
- g. The following core capacities are also required:
- On-team capacity to develop message points, summary reports, compelling charts, and other internal or external documents showcasing the Innovation Delivery Team's work. Some cities may choose to create a specific position to lead this



work; others may assign this work to an existing and qualified member of the Innovation Delivery Team.

- In-city capacity to generate funds as needed to support the priority initiatives. Cities may choose to create an additional position (i.e. a development lead) or assign this work to another individual or office in the city.
- h. Depending on the Innovation Delivery Team director's needs and preferences, Grantees may also choose to create additional positions. These could include, but are not limited to:
 - Junior Project Manager(s): Junior project managers support a specific project manager and priority area, providing varied support such as research, analytics, and document development.
 - Administrative Support Person: The administrative support person provides general administrative and analytical support for all Innovation Delivery Team members, with additional time given to support the director to ensure overall project management coordination.

Other Than Personnel Services (OTPS): Grant Funds may also be used for OTPS expenses directly associated with the Innovation Delivery Team's work. Grantees will customize the OTPS budget to the specific needs of their city.

- a. Eligible OTPS uses of Grant Funds include, but are not limited to: consultants, performance management systems, graphic design and printing, independent evaluation, and training (including training of agency staff working on the priority projects). Grant Funds cannot be used for the direct implementation of programmatic initiatives the Innovation Delivery Team is project managing.
- b. Disbursement of the OTPS portion of the Grant Funds will be made when the Foundation approves a final budget submitted by the Innovation Delivery Team director.

Scope of Work

Innovation Delivery Teams help mayors effectively design and implement solutions to pressing city challenges. To meet each city's impact goals in priority areas, the teams generate innovative solutions, develop implementation plans, and manage progress towards defined targets. While Innovation Delivery Teams work in consultation with agency staff and other key stakeholders to identify powerful solutions, develop implementation plans, and deliver results, they do not do direct implementation. They do, however, bring expert project management to the implementation process and consult with implementers to identify challenges and adjust strategy when needed to achieve results.

- a. Innovation Delivery Team work will focus on introducing 311 and other initiatives to improve customer service and dramatically reducing street homelessness. Changes to the scope of the Innovation Delivery Team's work over time (e.g. changing or additional priorities) must be presented to the Foundation for approval.
- b. Innovation Delivery Team activities primarily fall within three broad categories: idea generation and feasibility testing ("Design and Innovate" in the *Innovation Delivery Team Playbook*), implementation planning ("Prepare to Deliver" in the *Innovation Delivery Team Playbook*), and delivery ("Deliver and Adapt" in the *Innovation Delivery Team Playbook*).



- Design and Innovate: Innovation Delivery Teams work closely with senior mayoral aides and agency heads in the development of innovative solutions to achieve measurable progress in high-priority areas. This work includes:
 - o Identifying the specific challenges to tackle within a priority area;
 - o Setting a target for each challenge;
 - o Defining the contributing issues and deciding where to focus;
 - o Understanding current activities and performance;
 - o Developing ideas by facilitating the generation of ideas (strategies, programs, and policies), often by engaging residents, frontline workers, and external stakeholders across sectors to ensure that a wide range of high-potential ideas are considered;
 - o Prioritizing initiatives based on feasibility and impact; and
 - o Completing the delivery strategy, including coordinating with relevant agency heads and other city stakeholders to secure buy-in.
 - Prepare to Deliver: Once there has been a commitment to pursue initiatives, Innovation Delivery Teams ensure that there are clear and appropriate plans for delivery, specifically that key tasks and work streams have appointed “owners” and that the resources and inputs are sufficient to achieve intended results. This requires working with relevant agencies to:
 - o Develop a charter for each initiative;
 - o Develop a concrete and detailed implementation plan for each initiative. Including identifying budgets and securing funding as required;
 - o Set initiative targets and the path to success;
 - o Bring together staff to deliver the initiative; and
 - o Pursue a compelling stakeholder engagement approach.
 - Deliver and Adapt: When solutions move from the planning phase to the delivery phase, Innovation Delivery Teams direct their efforts towards project and performance management. Specifically, they are responsible for:
 - o Pushing delivery day in and day out, monitoring performance to assess whether implementers are on track to achieve the established target(s);
 - o Working with implementers to determine course corrections when necessary;
 - o Keeping the Mayor informed and engaged in key decision-making;
 - o Keeping department heads accountable;
 - o Ensuring effective coordination between agencies and relevant stakeholders where applicable;
 - o Conducting in-depth assessments of delivery capacity and initiative efficacy; and
 - o Communicating work to relevant audiences.
- c. The Grantee’s Innovation Delivery Team must follow certain protocols and practices related to idea generation, implementation planning, and delivery as established in the *Innovation Delivery Team Playbook* that was distributed at the Innovation Delivery Team director training in November 2011. The Playbook includes both flexible and required components, as well as associated resources and tools to support local efforts.

Training and Network Activities



- a. Bloomberg Philanthropies provided training for Innovation Delivery Team directors in New York City November 2 – 4, 2011, and will provide an orientation for Bloomberg Innovation Delivery Fellows in New York City in February 2012. Additional required trainings for other team members may also be developed.
- b. Innovation Delivery Team members will also participate in routine implementation network activities, facilitated by Bloomberg Philanthropies or its designated partners, to share their progress and engage in collective problem solving with their peers who are building and operating Innovation Delivery Teams in other cities. These required activities include, but are not limited to, phone calls and web dialogues.

Benchmarks

- a. The Grantee is expected to achieve the following year one benchmarks by the dates listed below.

<ul style="list-style-type: none"> • Innovation Delivery Team director hired and on board 	November 1, 2011
<ul style="list-style-type: none"> • Full Innovation Delivery Team hired and on board 	January 17, 2012
<ul style="list-style-type: none"> • Innovation delivery targets drafted • Final budget submitted 	February 15, 2012
<ul style="list-style-type: none"> • Initiatives finalized 	April 30, 2012
<ul style="list-style-type: none"> • Implementation plans completed for all initiatives • Performance management system in place • Press announcements on initiative launches 	May 30, 2012
<ul style="list-style-type: none"> • Revised initiative and implementation plans completed* 	October 5, 2012
<ul style="list-style-type: none"> • 100% of first year matching funds secured 	October 5, 2012

* **Note:** Subsequent benchmarks will be aligned with innovation delivery targets in each priority area and associated activities.



Schedule B

Proposed PS Budget



Schedule C

Draft Final Budget

(to be replaced with Final Budget pursuant to Section 3(b))

ITEMS ADOPTED ON CONSENT	ITEMS ADOPTED ON CONSENT	01-17-12 ITEMS ADVERSED ON CONSENT
1. 11-O-1805 2. 11-O-1806 3. 11-O-1807 4. 11-O-1808 5. 11-O-1809 6. 11-O-1810 7. 11-O-1509 8. 12-O-0076 9. 11-O-1813 10. 11-O-1820 11. 12-O-0071 12. 12-O-0078 13. 12-R-0011 14. 11-R-1627 15. 11-R-1716 16. 11-R-1812 17. 12-R-0014 18. 12-R-0015 19. 12-R-0072 20. 12-R-0073 21. 12-R-0074 22. 12-R-0075 23. 12-R-0050 24. 12-R-0051 25. 12-R-0052 26. 12-R-0053 27. 12-R-0056 28. 12-R-0063 29. 12-R-0064 30. 12-R-0066 31. 12-R-0068 32. 12-R-0018 33. 12-R-0019 34. 12-R-0020 35. 12-R-0021	36. 12-R-0022 37. 12-R-0023 38. 12-R-0024 39. 12-R-0025 40. 12-R-0026 41. 12-R-0027 42. 12-R-0028 43. 12-R-0029 44. 12-R-0030 45. 12-R-0031 46. 12-R-0032 47. 12-R-0033 48. 12-R-0034 49. 12-R-0035 50. 12-R-0036 51. 12-R-0037 52. 12-R-0038 53. 12-R-0039 54. 12-R-0040 55. 12-R-0041	56. 12-R-0042 57. 12-R-0043 58. 12-R-0044 59. 12-R-0045