Til mannréttinda-, nýsköpunar- og lýðræðisráðs
Ráðhúsi Reykjavíkur

Efni: Svar við fyrirspurn fulltrúa Flokks fólksins um verkefni kostuð af Bloomberg - R21110113.

Vísað er til bréfs, dagsett 29. nóvember 2021, þar sem óskað er eftir upplýsingum um hvaða verkefni eru fjármögnuð með styrkveitingunni frá Bloomberg Philantrophies?

Virðingafyllst,

Karen María Jónsdóttir,
Skrifstofustjóri skrifstofu sviðsstjóra

Hjálagt er svar við fyrirspurn Flokks fólksins ÞON21120006, Getting Started Guide.

Reykjavík, 1. desember 2021
ÞON21120006

Svar

Viðtakandi: Mannréttinda-, nýsköpunar- og lýðræðisráð
Sendandi: Karen María Jónsdóttir, skrifstofustjóri skrifstofu sviðsstjóra

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Efni: Svar við fyrirspurn fulltrúa Flokks fólksins um verkefni kostuð af Bloomberg - R21110113.

Á fundi mannréttinda-, nýsköpunar- og lýðræðisráðs þann 11. nóvember 2021, var lögð fram svohljóðandi fyrirspurn fulltrúa Flokks fólksins, sbr. 12. lið fundargerðar ráðsins s.d.:

> *Hinn 29. júní 2021 var það tilkynnt að stafræn vegferð Reykjavíkurborgar fengi alþjóðlega viðurkenningu og fjárhagsstuðning frá Bloomberg Philanthropies. Borgin mun fá fjárframlag upp á 2,2 milljónir bandaríkjadala til að styðja við og hraða stafrænni umbreytingu á þjónustu borgarinnar. Fulltrúi Flokks fólksins óskar upplýsinga um hvaða verkefni eru fjármögnuð með styrkveitingunni frá Bloomberg?*

Fyrirspurninni var vísað til umsagnar Þjónustu- og nýsköpunarsviðs með bréfi dagsett þann 29. nóvember 2021.

Svar:

Hvað verkefni eru fjármögnuð með styrkveitingunni frá Bloomberg?

Bloomberg Philantrophies (BP) kostar ráðningu fimm sérfræðinga, og er launakostnaður því stærsti einstaki kostnaður verkefnisins eða um sem nemur rúmlega 50% af heildar fjármagni þess. Eins og áður hefur komið fram er um að ræða störf þjónustuleiðtoga, samskiptasérfræðings, gagnasérfræðings og félagssálfræðings. Einnig fékkst á seinni stigum umsóknarferlisins heimild til að ráða myndhönnuð í teymið. Teymið, sem nefnt er i-teymi, hefur nú verið ráðið með auglýsingu og munu aðilar þess hefja störf í desembermánuði.

Reykjavíkurborg mun á samstarfstímanum við Bloomberg Philantrophies leggja fram tillögur að þremur verkefnum sem sérstaklega munu njóta liðsinnis ofangreinds i-teymis. Í desember, eða þegar teymið er komið til starfa, mun fara fram tillögugerð í samstarfi við skrifstofu borgarstjóra og borgarritara um verkefni og áherslur. Skil á fyrstu tillögu til Bloomberg Philantrophies eru áætluð 17. desember og verður í kjölfarið opinberað hvaða verkefni fyrir valinu verður.

Ein af þeim forsendum sem verkefnið þarf að uppfylla er að það geti nýst öðrum borgum víðsvegar um heim sem fyrirmynd um hvernig byggja skal upp betra samfélag og lífsgæði fyrir íbúa, sérstaklega þá sem skilgreina má með einhverjum hætti sem jaðarsetta hópa.

Að öðru leyti eru ýmis sérverkefni kostuð af þeim styrk sem Bloomberg hefur veitt Reykjavíkurborg. Þá verður kostnaður vegna samskipta greiddur af verkefninu en þar má helst nefna ráðstefnu sem haldin verður í lok verkefnisins eða árinu 2023 og opinn viðburð sem haldinn verður vorið 2022. Þá verður framleiðsla efnis og kostnaður vegna birtinga í tengslum við samskipti á samstarfstímabilinu greiddur af verkefninu. Einnig verður almennur skrifstofukostnaður sem fellur til vegna verkefnisins, þ.m.t. húsnæði, greiddur með styrknum sem og búnaðarleiga eða -kaup.

Þá er gert ráð fyrir töluverðu fjármagni til að sækja frammúrskarandi þekkingu hingað til lands með það að markmiðið að auka þekkingu og hæfni starfsfólks borgarinnar, svo efla megi starfsemi hennar enn frekar og hraða stafrænni vegferð. Má nefna þjálfun stafræna leiðtoga (*e. digital leadership*) sem staðsettir eru á fagsviðum borgarinnar og í miðlægri stjórnsýslu. Sérþekking á því sviði hefur verið sótt til fyrirtækisins Boagworld sem er leiðandi í þjálfun stafræna leiðtoga í Bandaríkjunum og þó víðar væri leitað. Þjálfunin og eftirfylgni með teyminu mun halda áfram út árið 2022. Einnig hófst þjálfun í þjónustuhönnun fyrir þá aðila sem ráðnir hafa verið inn á árinu vegna stafrænnar vegferðar en sú þjálfun var fengin frá bandaríska fyrirtækinu IDEO sem er leiðandi í heiminum á sviði þjónustuhönnunar í opinbera geiranum sem og almennt á markaði. Sú þjálfun mun halda áfram á árinu 2022 og verða útvíkkuð yfir á fagsvið borgarinnar. Þá stendur til að kaupa þjálfun frá ProCogia, Kapacity og Jumping Rivers til að efla hæfni og færni innan gagnateymis borgarinnar enn frekar en öll eru þessi fyrirtæki leiðandi á sviði gagnavísinda og gervigreindar í Evrópu og Bandaríkjunum. Að lokum er ætlunin að kaupa innlenda sérþekkingu á teymisþjálfun sem ekki aðeins mun nýtast i-teyminu heldur einnig þeim umbótateymum sem þjónusta stafræna umbreytingu og sérfræðingum frá fagsviðum sem í henni taka þátt.

Að öðru leyti er vísað til hjálagðs fylgiskjals, *Getting Started Guide,* þar sem ítarlegar upplýsingar má finna um hlutverk og samsetningu i-teyma, nálgun verkefna og æskilegt vinnulag.

Virðingafyllst,

Karen María Jónsdóttir
Skrifstofustjóri skrifstofu sviðsstjóra

Getting Started Guide
i-teams Grant Program

BLOOMBERG
Center for Public Innovation
AT JOHNS HOPKINS

Bloomberg Philanthropies

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Dear Innovators,

Welcome to the i-teams community! You will be joining a growing network of i-teams working in cities across the world to transform city government and create tangible impact for their residents. As the long-time head of Government Innovation at Bloomberg Philanthropies and the Executive Director of the new Bloomberg Center for Public Innovation at Johns Hopkins University and a former i-teams director, we are impressed by your commitment to public innovation. At this critical moment, when cities are embracing digital change faster than many of us thought possible, we are thrilled to work with you to define a new vision for what purposeful, forward-thinking digital transformation can mean for cities. We believe that, working together, we can set a model for cities worldwide.

To help you hit the ground running in the i-teams program, we have prepared this set of introductory materials, including:

- An overview of the i-teams program history and the Bloomberg Government Innovation network;
- A description of program expectations—the goals, what the work of an i-team looks like, and the resources and support you can expect from us; and

- Specific guidance on how to succeed in your work as an i-team, including how to build your team and define the first priority area your team will take on.

In addition to this guide, Bloomberg Philanthropies and the Bloomberg Center for Public Innovation at Johns Hopkins University stand at the ready to support you on this exciting journey. As always, if you have any thoughts or questions, please do not hesitate to reach out to us. We can't wait to get to know you and work together to drive world-class digital innovation practices in your city and beyond!

Amanda Daflos
Executive Director
Bloomberg Center for Public Innovation
at Johns Hopkins University

James Anderson
Head of Government Innovation Programs
Bloomberg Philanthropies

Innovation teams (i-teams) program and network

Program history

Innovation teams (i-teams) help cities solve problems in new ways to deliver better results for residents by creating in-house, dedicated innovation capacity in city government. Situated in city hall, i-teams report to the mayor or city manager and work closely with colleagues in city government, offering them a different set of tools and techniques to innovate more effectively. The i-team model was inspired by the cross-agency teams that Mayor Bloomberg created in New York City to drive impact on

important issues like long-term sustainability (e.g. PlaNYC) and poverty (e.g. Center for Economic Opportunity). Through his foundation, Mike Bloomberg is the global leader in funding and supporting city innovation today.

Since Bloomberg Philanthropies launched the initial i-teams cohort of five cities in 2011, the program has grown to reach nearly 50 cities, with 125 expert practitioners, across four countries. Mayors have relied on i-teams to tackle their most pressing issues, from transforming aging infrastructure and reimagining public safety to increasing affordable housing and reducing homelessness. Along the way, i-teams have become global leaders in public innovation, sharing their way of working and helping to replicate solutions in cities across the globe.

In 2021, Bloomberg Philanthropies launched the Bloomberg Center for Public Innovation (the Center) at Johns Hopkins

Program history (continued)

University. In addition to creating new programming, the Center will serve as the permanent home for several of Bloomberg Philanthropies' flagship Government Innovation initiatives — including the i-teams program. Committed to advancing the field of public innovation, the Center will create an unprecedented nexus for the growing energy, evidence, and urgency behind public innovation worldwide. the Center will serve as your primary partner in your journey as an i-team.

As an i-team, you will join a network of cities committed to advancing public innovation, which extends far beyond the i-teams program. For more than a decade, Bloomberg Philanthropies' Government Innovation team has been investing in Mayors and cities across the world to spur innovation and strengthen data use—including through initiatives such as

"Mayor Bloomberg invested in i-teams because he saw first-hand that talented, dedicated people in City Hall lacked the bandwidth and positioning to tackle their city's biggest challenges. By filling this gap, i-teams have helped nearly 50 cities bring fresh solutions to complex problems and built the practice of innovation in city halls across the globe." — *Roland Persaud, Bloomberg Philantropies*

What Works Cities, the Mayors Challenge, and the Bloomberg Harvard City Leadership Initiative. City leaders, staff, and innovation practitioners who have participated in these programs together form the Bloomberg Cities Network, which the Center will also help to manage and grow in the years ahead. Innovation Teams will be a key part of this broader network of interested peers and sources of expertise and ideas.

To learn more about your partners at Bloomberg Philanthropies and the Bloomberg Center for Public Innovation, see the "Program partners and roles" section on page 22.

The i-teams approach to public innovation

Bloomberg Philanthropies' i-teams program is a proven model that helps cities solve problems in new ways. Dedicated teams help cities and their leaders unlock bold innovation, change culture, and reliably deliver results for residents. With over a decade of experience and lessons learned, the i-teams approach to public innovation has been refined and adapted to meet new challenges in new places and is grounded in the following core principles:

1 **Start with mindsets**

The mindsets that i-teams bring to innovation will anchor the team's success. These include being impact-driven, creative, people-centered, iterative, and collaborative.

2 **Deeply understand the problem**

Innovation teams (i-teams) drive transformative innovation by avoiding the temptation to jump to solutions. Instead, i-teams start by deeply exploring the various dimensions of a problem through quantitative and qualitative research.

3 **Generate and test new ideas**

Equipped with a unique understanding of the problem, i-teams identify opportunities to create change and use them to generate creative ideas. Using an iterative approach that involves co-creation with residents and stakeholders, i-teams develop, test, and improve ideas before implementing them at scale.
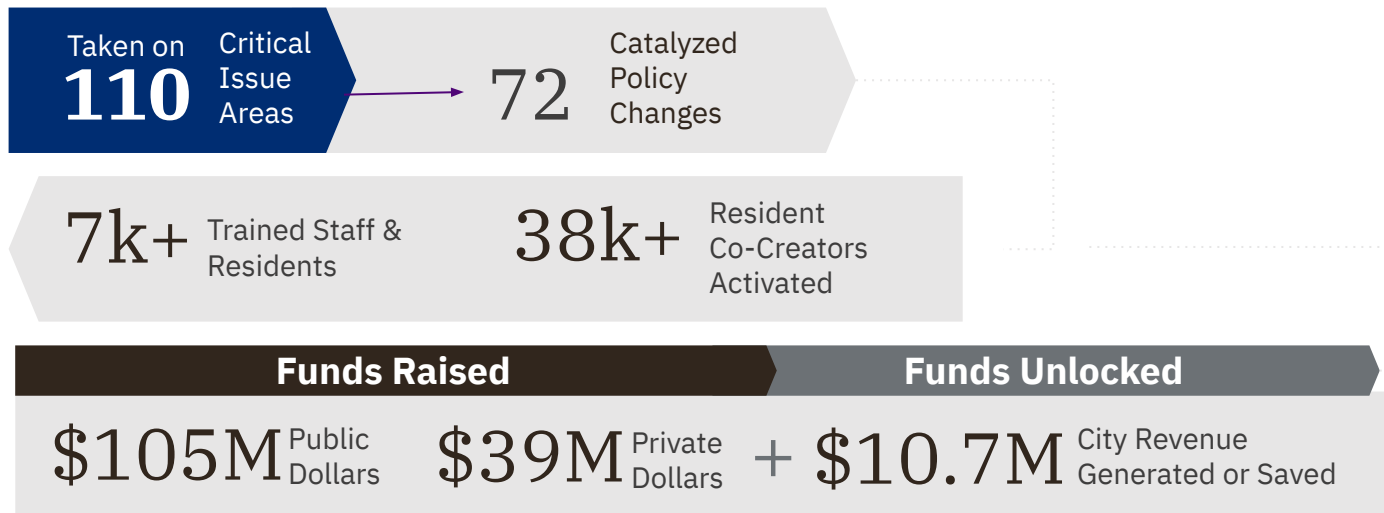
4 **Focus on delivery**

To bring new services, experiences, programs, and/or policies to residents, i-teams must thoughtfully plan for delivery. This includes partnering with relevant stakeholders in city hall and the community, developing an impact measurement framework and data-tracking goals (see, for example, Appendix C), and creating detailed project plans. Innovation Teams work closely with city departments and staff who will own and implement initiatives to collaboratively establish and execute implementation plans for delivery and measurement.
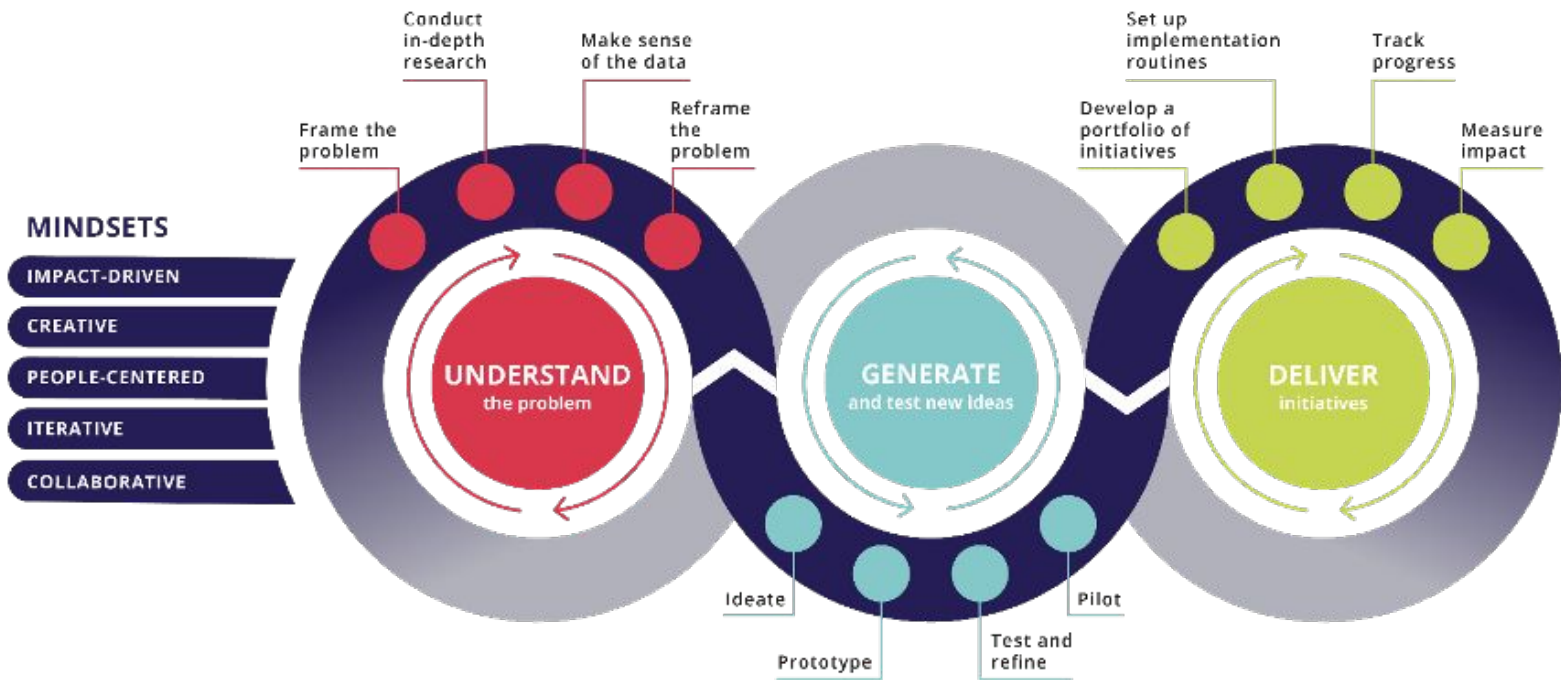
Impact across the i-teams network

To date, i-teams have:

Bringing this approach to address their Mayor's top priorities, with a focus on directly improving the lives of residents, i-teams are uniquely positioned to deliver transformational change.

1.4M

Residents Impacted Worldwide

Taken on **110** Critical Issue Areas

72 Catalyzed Policy Changes

7k+ Trained Staff & Residents

38k+ Resident Co-Creators Activated

Funds Raised

Funds Unlocked

$105M Public Dollars

$39M Private Dollars

+ **$10.7M** City Revenue Generated or Saved

Impact across the i-teams network

Tel Aviv DigiTaf
Connecting residents to resources to reduce the high cost of living

In their work to reduce the cost of living for middle-income families, the Tel Aviv i-team found that childcare and education costs were significant contributors. To address this issue, the team launched DigiTaf, a digital platform that connects parents to information about accessing affordable services, activities, and events for their children throughout the city. Since its launch in 2017, over 27,400 parents with kids age 0-3 (approximately 60% of parents in this group) have enrolled in DigiTaf, and the initiative is saving over $2 million annually for Tel Aviv families with young children.


Baltimore Public Health Corps
Responding to COVID-19 and building a pipeline for careers in health

The Baltimore i-team helped design and launch Baltimore Health Corps, which addresses the dual public health and economic crises of COVID-19 through the rapid hiring, training, and deployment of contact tracers and care coordinators. The program 1) created hundreds of jobs and hired 275 staff, 70% of whom are Baltimore residents and 100% were unemployed at the time of hire; 2) monitored the transmission of COVID-19 through a scaled contact tracing system; and 3) addressed the social needs of Baltimore's vulnerable residents, such as older adults, through enhanced care coordination. The initiative has already raised $11.08M and was featured in a report delivered to President Biden's administration.

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Impact across the i-teams network
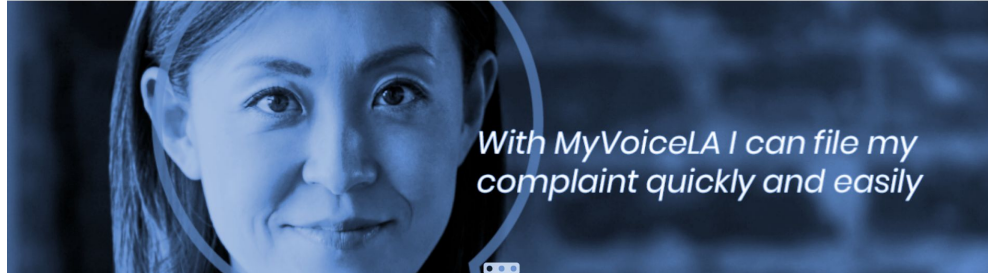
Los Angeles MyVoiceLA

Making the workplace harassment and discrimination complaint process more accessible and reliable

In Los Angeles, without a standard process for reporting workplace harassment and discrimination, complaints were often resolved internally within departments, making it difficult to aggregate data across the city. To address this issue, Los Angeles the i-team designed MyVoiceLA, an online portal that allows city employees to electronically report instances of harassment and discrimination and confidentially aggregates city-wide metrics to highlight trends. Along with providing city employees with new resources to address specific incidents, MyVoiceLA has led numerous city departments to make structural changes to reduce discrimination and harassment.

Impact across the i-teams network

Durham DEAR Program and Alternatives to Police Deployment
Restoring opportunity and reimagining police response

A suspended or revoked driver's license is a significant barrier to economic opportunity for justice-involved residents. To address this challenge, the Durham i-team launched the Durham Expunction and Restoration (DEAR) program to help justice-involved residents restore their driver's licenses, expunge their criminal records, and prevent residents from losing their licenses in the first place. As of June 2020, 17 months after the launch of the program, DEAR has obtained judicial waivers for more than 10,000 of the 15,000 eligible traffic tickets, helping more than 7,600 Durham residents get closer to restoring their driver's licenses and providing more than $2 million in debt relief.

Furthering their work to improve public safety outcomes for residents, the team launched a series of pilots aimed at reducing the number of police interactions for non-emergency or mental health-related service calls. Their work resulted in a $836K grant from Arnold Ventures and the establishment of the Durham Community Safety Department, with former i-team director Ryan Smith at the helm, 15 staff, and a $2.8M budget.

Impact across the i-teams network

> " *Being part of the i-team cohort helped us accelerate culture change*...we learned to speak the same language when it comes to improvement and innovation, and to apply the toolsets of human-centered design, rapid prototyping, low-cost/no-cost testing, behavioral economics, right-sized problem solving, data analysis, and community engagement."
>
> — Mayor Greg Fischer, Louisville, KY

The newest i-teams cohort

We are thrilled to welcome you and your city into the i-teams community. We look forward to working with you to deeply understand complex challenges in your city, rigorously create and test new ideas, and deliver impactful solutions for residents. This newest investment in six i-teams is further motivated by the belief that cities need to be more purposeful, intentional, and rigorous about how they innovate, including digitally.

Innovation practice with a digital focus

A growing mission

Now more than ever, cities need to invest in digital transformation. Rapidly advancing technology, rising resident expectations, and the global COVID-19 pandemic have required government to make public services accessible online and transition to remote workforces. By strengthening digital capacity and introducing new innovation skills in your city, you and your peers are poised to set a new standard for public innovation and digital transformation.

Diversity of digital transformations

Each i-team's experience and accomplishments will look different as you move through the work, depending on your Mayor's priorities, the challenges facing residents in your city, the capacities you have in place, and the hard work you have already done to advance digital transformation. For example, we have shared some of the diverse areas of digital transformation cities have pursued in recent years, as a way to ground and inspire your vision for what is possible in your city.

Modernizing existing resident-facing city services and introducing pioneering new digital services

- Bratislava's digital property tax service
- Guadalajara's Visor Urbano public anti-corruption platform
- Barcelona's Vincles platform to combat loneliness amongst the city's growing elderly population

Modernizing internal digital, data, and IT infrastructure and services

- Helsinki's major new effort to reform the city's digital foundation

Upskilling city hall leaders and staff with digital-era capabilities

- San Francisco's DataAcademy

Diversity of digital transformations

(continued)

Laying the groundwork for integration of Advanced Tech

- Barcelona's Artificial Intelligence Strategy, a roadmap for a reliable and ethical technology model

Establishing digital rights and ethics

- Amsterdam and Helsinki's collaboration on open AI register

Ensuring digital literacy and inclusion

- Leeds, UK's 100% Digital Leeds program

Using digital tools to facilitate Participatory Democracy

- Athens' SynAthina platform for promoting collective action by residents

Vincles
Users in Barcelona come together to showcase the Vincles platform.

"A Tech Event for Everyone"
As part of Digital Leeds' holistic approach to digital inclusion, the city holds an annual Digital Festival for residents.

SynAthina
Athens residents are empowered to launch collaborative projects, such as the Ithaca Mobile Laundry for the Homeless, through the SynAthina program.

Your i-teams cohort

As part of a cohort of six i-teams, you will be working alongside, collaborating with, and learning from colleagues in leading cities around the world.

Amsterdam

Bogotá

Mexico City

Reykjavik

San Francisco

Washington, DC

Amsterdam

Mayor Femke Halsema

Population
822,000 (city)
2.7 million (metro)

Government structure
Composed of municipal council, executive board, and Mayor

Digital Highlight
Developed Decode, an experimental tool that puts individuals in control of their digital personal information.

Bogotá

Mayor Claudia López

Population
11.2 million

Government structure
Directly-elected Mayor and city council

Digital Highlight
Developed a portfolio of 100 digital solutions across nine priority areas, including unified digital medical records and a permanent hybrid model for public education.

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Your i-teams cohort

As part of a cohort of six i-teams, you will be working alongside, collaborating with, and learning from colleagues in leading cities around the world.

Amsterdam

Bogotá

Mexico City

Reykjavik

San Francisco

Washington, DC

Mexico City

Mayor Claudia Sheinbaum

Population
9.21 million

Government structure
Composed of directly-elected Mayor and ministries

Digital Highlight
Digital city promoted efficient use of urban telecommunication infrastructure and access to digital services.

Reykjavik

Mayor Dagur Eggertsson

Population
132,252

Government structure
Governed by city council that appoints a Mayor

Digital Highlight
Launched an automated decision-making mechanism for financial aid, resulting in a 23% decline in disputes.

Your i-teams cohort

As part of a cohort of six i-teams, you will be working alongside, collaborating with, and learning from colleagues in leading cities around the world.

Amsterdam

Bogotá

Mexico city

Reykjavik

San Francisco

Washington, DC

San Francisco

Mayor London Breed

Population
881,549

Government structure
"Strong Mayor" form of mayoral/council government

Digital Highlight
DAHLIA, a portal for finding below-market-rate housing, improved access and transparency in the affordable housing lottery.

Washington, DC

Mayor Muriel Bowser

Population
692,683

Government structure
Directly-elected Mayor and city council

Digital Highlight
Form-a-palooza, a digital platform, brings a user experience lens to some of DC's most commonly used forms to minimize the time needed to complete them.

Program resources and timeline

Year 1 High-level View

To help you get started on your i-team's ambitious path towards innovation and impact in your city, we have outlined important touchpoints and milestones to guide you in the year ahead—the exact timeline for these milestones may of course evolve as the program proceeds.

Kickoff convening

Begin bi-Weekly **director 1:1s**

Program **site visits;** trainings on design-based innovation, storytelling, and impact reporting

Check-in on sustainability **progress and plans**

Convening focused on reflection, impact, and sustainability

1 2 3 4 5 6

NOV 2021   MARCH 2022   JUNE 2022

1 Recruit team; work with mayor to develop priority statement

2 Begin research and planning

3 Activate mayoral engagement plans

4 Connect with peers and subject-matter experts; generate content to publicly share work and inspire other cities; lead capacity-building activities in city hall

5 Begin delivery; explore new priority areas

6 Measure impact from first priority; begin new body of work

Program support and touchpoints

Throughout the journey, we will work with you to tailor a combination of resources and touchpoints that best meets your team's needs.

City Support Calls

Bi-weekly calls with your City Support Team (see page 22) to discuss progress, share learnings and challenges, and elevate requests for support or resources.

Director 1:1s

Calls between the the Center's Digital Director and i-team Directors to discuss the strategic direction of the team's work.

Convenings

Opportunities for teams to come together to share their experience, work directly with program partners, and learn from their peers.

Cohort Connections

Regular points of contact between teams to discuss and reflect on their work, capture lessons, share resources, and problem solve.

Program support and touchpoints

Throughout the journey, we will work with you to tailor a combination of resources and touchpoints that best meets your team's needs.

Deliverables

Standardized work products that teams share with the Center to document and advance their work.

Site Visits

Opportunities for program partners to visit the team (in-person or virtually) to dive into the work, engage leadership, and see the local ecosystem.

Trainings

Targeted learning moments facilitated by experts to complement cities' existing digital innovation expertise.

Elevating the Work

Collaboration on external-facing content that shares the methods, successes, and learnings of the i-team, including impact reports and stories, mayoral showcases, and thought pieces.

Partners and roles overview

The i-teams program is facilitated by a series of partners who bring experience and expertise to their work with you. Here's an overview of who's who.

BLOOMBERG
Center for Public Innovation
AT JOHNS HOPKINS

About Bloomberg Center Public Innovation (the Center)

The Center sets the strategic vision for the current cohort and will lead program management for the i-teams program.

Through its internal expertise, the Center will bring trusted insights to i-teams' work and integrate the teams into the broader the Center community and networks.

Partners and roles overview

BLOOMBERG
Center for Public Innovation
AT JOHNS HOPKINS

Mai-Ling Garcia
Digital Director

Mai-Ling Garcia brings extensive experience making government simple and easy to use for residents and bridging the gap between rapidly evolving technologies and their use to benefit communities. As the Digital Director, she will serve as the primary point of contact for your i-team and oversee city support. Previously, she served as the City of San Francisco Digital Services' Head of Digital Strategy and Engagement. Before that, she served as the City of Oakland's Digital Engagement Officer, where she developed and executed a digital and service delivery strategy and founded the City's first Digital Services team.

City Support Team

Under the leadership of the Center's Digital Director, you will work closely with a dedicated City Support Team. Your City Support Team will serve as a consistent point of contact and liaison, and will maintain deep knowledge of your team's work in order to offer strategic guidance, connect the team with tailored expertise and trainings, and share the team's work with other program partners and i-teams. In addition, the Center will engage trusted experts to lead targeted trainings and provide as-needed support to i-teams based on their areas of work and where they are in their innovation process.

Partners and roles overview

Amanda Daflos
Executive Director

Amanda Daflos is a pioneering leader in the public innovation space. She served as the City of Los Angeles' first Chief Innovation Officer and directed the Los Angeles Innovation Team, which is now lauded as one of the most important government innovation labs in the world. During the COVID-19 pandemic, Amanda served as a key advisor to Mayor Garcetti and oversaw all public health, science, and data efforts for the Mayor and the City. She also oversaw the City's gender equity agenda, which achieved substantial results for every City department in Los Angeles.

Jovan Hackley
Communications Director

Jovan Hackley comes to the Bloomberg Center for Public Innovation from the Center for Community Progress where he most recently served as the Director of Communications. Previously, Jovan served as the Chief Marketing Officer for Grambling State University. Jovan has worked with the Zillow Group, Trulia.com, Student Loan Genius (Vault), REALTOR associations, and the National Responsible Fatherhood Clearinghouse to connect storytelling and drive business impact. His experience also includes helping higher education entities and affiliates build and expand diversity and inclusion initiatives.

Partners and roles overview

Bloomberg Philanthropies

About Bloomberg Philanthropies

Bloomberg Philanthropies will closely follow your work to help show what's possible for local government innovation by elevating impact and spreading proven and promising solutions among cities worldwide. The Foundation will regularly connect with mayors and city leadership to engage and elevate them in the broader government innovation network.

James Anderson

Andrea Coleman

Roland Persaud

Government Innovation Team

Initial steps for your i-team

The initial 2-3 months of an i-team's work are an exciting and busy time. In this section, we will lay out an overview of the milestones, activities, and touchpoints as you get started, as well as some specific guidance for how to effectively build your team, select a first priority, and engage your city hall colleagues.

One of your first activities is to develop and submit a description of your first priority. The priority description should detail the proposed area of focus for your team, from now through mid-2022. You should articulate why this is a mayoral priority and a critical problem for residents, how your mayor and other city leaders will support you, and why your team is positioned to tackle it. More information about this important deliverable can be found on page 30.

The full set of expected deliverables, with accompanying descriptions, can be found in the original grant agreement. The program team will work closely with you to review, refine, and strengthen work products along the way. The diagram below outlines the initial set of milestones and deliverables, and the support you will receive, through the rest of this year.

Near-term Timeline

Kickoff calls to meet program team

Fill open positions on the team

Finalize recruitment

Submit **draft priority description (11/24)**

Kickoff convening to meet fellow teams, introduce design-based innovation approach, receive guidance on their work, and plan for the work ahead

Training by program team and members of the i-teams network on design-based innovation

City experience

Work with mayor and team to **develop a clear priority statement**

Join first monthly **Chief Innovator and i-team Director calls**

Submit **final priority description (12/17)**

Submit **project plan (1/14)**

Oct	Nov	Dec	Jan (22)

Support

Introductory calls with all cities

As-needed team support during recruitment and hiring

Begin regular 1:1 Director calls

Feedback and workshopping priority description with teams

Facilitate Kickoff Convening

Begin regular City Support calls

Facilitate tailored trainings

Connect teams with peers and experts

Feedback on research plan

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"The team should possess peripheral vision; searching beyond boundaries and scanning future horizons. It's important to ask the right questions, reframe the problem and challenge the status quo."
— **Cohort 1 i-team**

Building a balanced team

Over the course of the i-teams program, we have built evidence that local governments benefit immensely from the infusion of non-traditional roles, methodologies, and capacities. We have already worked with your city to plan how to structure an i-team that takes your public innovation efforts to new heights. As you begin the hard work of building your new i-team, we have provided sample job descriptions (see Appendix D) to help you in the hiring process and will be available to talk through any questions you have along the way. Although it is natural—and necessary—that your i-team will bring together a diversity of perspectives, skillsets, and ways of working, we encourage you to seek out and foster the following attributes within your team:

- Experience implementing new solutions and driving impact in the public or private sector;
- Ability to maintain strong relationships with different stakeholders;
- Commitment to measuring impact;
- Interest in teaching and sharing competencies with other team members, city colleagues, and community stakeholders;
- Enthusiasm about getting outside of the office to engage with residents;
- Ability to think creatively and see a problem from multiple perspectives; and
- Commitment to working collaboratively and a willingness to learn.

"Different personality types also help. For example, it is oftentimes good to have some people who are more empathetic and others who can push others." —Syracuse, NY i-team

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Who is on an i-team?

Here are some examples of the diverse skillsets i-teams have incorporated in the past. If you want to know more about these positions and how they fit into an i-team's work, you can always reach out to us.

- Behavioral scientists/economists
- Community engagement liaisons
- Digital engineers and programmers
- Data scientists and analysts
- Ethnographers
- Graphic designers and communication specialists
- Human-centered designers and service designers
- User experience/ User interface (UX/UI) designers
- Project managers

COMMUNITY ENGAGEMENT   BEHAVIORAL SCIENTIST   PROJECT MANAGER   DIRECTOR   DATA SCIENTIST   DESIGNER

The well-balanced Los Angeles i-team takes time for a photo opportunity during a 2018 i-teams convening

Innovation Artist-in-Residence
As your team's work gets underway, you will bring on an Innovation Artist-in-Residence. This new team member will work with your team to engage residents, share your work, and foster creativity through art-based activities. This person will help lead public programming hosted by the i-team—exhibits, open houses, or other cultural interactions open to the surrounding community—with the goal of holding your team's first public art-based event early in 2022.

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Selecting a strong first priority

Selecting the right focus area for the i-team's work is crucial to your success. An i-team should take on a problem:

- That is serious and directly experienced by residents in your city;
- For which a clear set of solutions is yet to be found;
- That your Mayor and other City leaders are publicly committed to solving;
- That the City has leverage to influence; and
- Where meaningful impact can be delivered by your team and city government.

Priorities should be identified and discussed with your Mayor and developed by the i-team into a full-fledged priority description, which explains how the priority area responds to the criteria cited above. As noted in the grant agreement, this priority description will be your i-team's first formal deliverable—you will submit it to Bloomberg Philanthropies and the Center by November 24 for feedback and approval. As you narrow in on a priority area, consider the following questions to help guide your thinking:

- What are the Mayor's ambitions for the city? Is this a priority for your Mayor? Is this part of their administration's public agenda?
- Does the city have leverage over this issue? If so, where and how? Will this issue require actions from multiple departments to address?
- Have residents raised this problem repeatedly? If you are successful in solving this problem, would the impact be significant for city residents? How do you know?
- How does this problem interact with the digital innovation opportunity areas described on page 12?

Example priority descriptions

Syracuse, NY
Housing stability is a major challenge for Syracuse. Approximately 25% of our residents move at least once within a 12-month period, with that number as high as 35% in some neighborhoods. That is over double the national average. Between 15 and 44 housing units are declared unfit to live in each month. Housing instability and transiency have enduring effects on families' abilities to obtain basic necessities (e.g., food, clothing, and medicine) and can lead to frequent school moves, higher rates of absenteeism, and lower test scores among children.

Under the housing stability priority area, the i-team will work to develop programs and initiatives to reduce the number of times that families involuntarily relocate to new homes. This work will explore challenges that contribute to a resident's level of housing stability, such as utilities, finances, eviction, housing quality, and health and safety.

To identify their second priority area, the Syracuse i-team conducted background research and stakeholder interviews to focus in on housing stability out of three potential problems. Their priority description uses this information to show that housing stability is a major problem for residents, cites a high-level impact target, and includes diverse lenses on the problem. To see a detailed list of i-team priority areas, see Appendix B.

"The emphasis [of a priority] should be placed on the priorities of key city leadership, and a clear public charge connected to an owner."

— Mobile, AL i-team

"Without it being a top, visible priority, it is easy for items to slip down a list for staffers and budget given how many things are competing in cities for attention, time and money."

— Los Angeles, CA i-team

Example priority descriptions

Baltimore

The Baltimore i-team conducted neighborhood walkthroughs and met with city workers to better shape their priority focused on changing individual behaviors around waste disposal and creating a cleaner, more beautiful Baltimore for everyone.

Proposal for next i-team priorities

Cleanliness

Clean Baltimore by solving the root of the problem: the behavior of businesses and individuals.

Empower youth to to be a driving force within their households.

Educate & empower communities to educate and facilitate behavior change.

Juvenile Justice

Expand and systematize early intervention pathways to prevent the escalation of youth offenses from misdemeanors to severe and violent crime.

Provide officers with a the system and support they need to connect this group of youth to interventions.

MAYOR'S OFFICE OF PERFORMANCE & INNOVATION
CitiStat | Innovation

Performance/Innovation CleanStat Collaboration

Easterwood Walk Through

i-team facilitates brainstorm to address dumping in Easterwood

MAYOR'S OFFICE OF PERFORMANCE & INNOVATION
CitiStat | Innovation

The Tel Aviv i-team met virtually with residents to co-create new initiatives to help increase youth attendance at Tel Aviv's arts institutions. In this body of work, the team gathered perspectives from over 135 residents and community and city stakeholders.

Engaging important stakeholders

Regular engagement with the Mayor and other city leaders, colleagues in city hall, and residents are a central part of an i-team's work and success. It's never too early to start making connections and building relationships. From day one, you can practice explaining the i-team's role and work to colleagues, begin mapping out your most likely collaborators in city hall and set up introductory meetings, and talk with residents and community organizations involved in your priority area.

As your work builds momentum, plan to establish routines so that you don't lose sight of stakeholder engagement.

This should include regular "stocktakes," or status meetings, with the Mayor to report on progress, producing communications materials (e.g., newsletters, briefings, blog posts) to share the work of the team with a broader audience, and creating a Twitter handle to keep your followers up-to-date on the team's work. You might also try making your office space inviting for city hall colleagues to stop by to ask questions or discuss what animates them, building an interactive website, or joining community meetings or volunteer projects related to your priority area. Remember to earn the trust of your stakeholders by being open about how you are working and what your goals are.

Engaging important stakeholders

Design for Breakfast

On the third Friday of every month, our office hosts a skill building session focused on different design disciplines including but not limited to: digital design, graphic design, human-centered design, and branding. Spots fill up fast, so make sure to sign up as soon as you receive the email blast.

Coffee and bagels are provided, but please bring your own coffee mug as we move towards waste reduction in our office!

For more information, contact Emily Iancone.

OPI Office Hours

Consider us your internal city consultants on data, design, and program management.

Our office hours are every other Friday from 1pm - 3pm.

They're intended to be an opportunity for city employees to talk through projects or challenges related to our team's technical expertise.

Sign up here: https://calendly.com/balt-opi

The Baltimore i-team deployed a variety of city staff engagement efforts to spread the innovation mindset including a "Design for Breakfast" lecture series and open office hours.
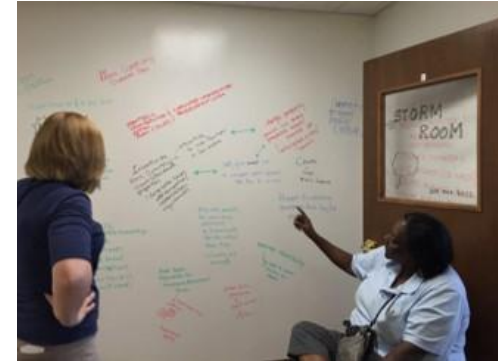
To better understand issues related to their green infrastructure priority, the Peoria i-team held workshops with city staff and residents living in areas affected by flooding and sewage overflow.

"If the team is positioned as a complement to the work of everyone from front-line workers to department managers, and they are part of the co-creation of the work, the i-team is more likely to be viewed as an asset – making the work much more impactful." — Cohort 1 i-team

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Telling the story of your work

Crafting accessible, human-centered stories of impact is one of the most effective ways to communicate the value of innovation in city hall and elevate the i-team as a leader in the public innovation space. Further, telling the story of your work as you go will position you to effectively engage senior leaders, residents, and partners to establish a clear understanding of the problem at hand and the impact you want to achieve, build support for the initiatives you seek to implement, and position the team for long-term sustainability.
We will work with you to identify moments and platforms to share your work.

At the same time, you can make sure to start off on the right foot by building a strong relationship with your City's communications lead, investing in the resources you will need to produce high-quality visual content (e.g., cameras, design software), creating a dedicated website and social media presence for the i-team, and getting in the habit of documenting and sharing the team's work early on. Before and after photos that capture the problem and the impact of your solution are especially compelling, so be sure to document the baseline as you being your research.

As your work progresses, Bloomberg Philanthropies and the Center will help to amplify your work, including through regular meetings to develop and advance story ideas, opportunities to publish on the Bloomberg Cities Network Hub, stories in the Spark newsletter, and reposting articles and social media content. We encourage you to take advantage of these opportunities to bring attention to your great work and connect with the wider public innovation community.

Telling the story of your work

i-teams communications expectations

As part of the i-team grant, your team and city hall will be expected to work together to:

- Hold regular check-ins with Bloomberg Philanthropies and the Center to develop and advance story ideas for their story platforms as well as local and national media outlets;
- Generate thought leadership pieces by the Mayor or i-team Director;
- Post about the i-team and its work on social media, using #iteams, at least monthly;
- Submit at least four high-resolution images related to the i-team's work on a monthly basis; and
- Respond to requests from Bloomberg Philanthropies and the Center to share stories, visuals, interviews, and other media from your work.

Note: Any press releases or other public material must be shared with Bloomberg Philanthropies and the Center for review and approval at least ten working days in advance of publication.

Keys to success for i-teams

"I have often said I would not want to be mayor without an i-team."

— Mayor William S. Stimpson, Mobile, AL

As you move through the innovation process, you will face unexpected challenges, moments of confusion, and breakthroughs that take your work in exciting new directions. No matter the exact priority area or how your i-team's work evolves, you will have opportunities to learn from previous and current i-teams and share your work. There are also certain foundational components that can help guarantee your success:

The Mobile i-team meeting with residents in the Africatown area as part of their work facilitating the neighborhood's development planning process.

1

Make sure your Mayor is an ally for the i-team's work

Keep in close contact with your Mayor, making sure they understand your work and that you are aligned with what matters most to them. This will help you build support for the team's initiatives, find high-profile moments to celebrate the team's success, and become an indispensable part of your city hall. In Anchorage, the i-team Director attends the mayor's weekly status meetings to keep the Mayor and other city staff informed about the progress of the team's work.

Keys to success for i-teams

2

Pick a great priority

If you pick a priority that is too vague, too narrow, or already being solved, you risk limiting your creativity and impact from the outset. Invest energy upfront in defining a right-sized priority that has the potential for bold impact, matters to your city leadership and residents, and is something you're excited to work on!

Pictured Above: Tel Aviv teammates relax after an intensive co-creation session at a local community center.

3

Maintain a spirit of active collaboration and learning

Innovation Teams gain strength from their diverse perspectives and close-knit work environment. As your team moves through the demanding process of public innovation, remember to work through problems together, share your skills and perspectives with your colleagues, be open to seeing issues in new ways, and help each other persevere.

"You will be tempted often to jump to solutions at the beginning – this can be challenging as conversations about the problem can naturally gravitate toward solutions – be disciplined and give room in the process for real lateral thought and discovery and let the solutions unfold." — Cohort 1 i-team

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Keys to success for i-teams

4

Engage stakeholders thoughtfully and consistently

Innovation Teams are at their best when engaging with residents and bringing city hall colleagues into their work. Doing so requires thoughtful planning and follow-up, but don't forget to create space for unplanned moments and go with the flow! Early on in their work, the Durham i-team held an open house to launch their new office and invited city stakeholders and residents to drop in. More than 100 people stopped by over the course of the afternoon.

5

Invest in storytelling and celebrate successes publicly

From blogs to public meetings, when teams actively communicate their progress, challenges, and successes, it's easier for others—including program partners and city colleagues—to support and champion the team. Remember that city hall can be an ally in this effort: take time to build a relationship with your Mayor and their communications lead so that they can amplify your message when the time is right. We've seen this attention elevate the team's position in city hall, increase uptake and impact of their work, and spread successful ideas to other cities. For inspiration, follow Baltimore's active Twitter account and Syracuse's blog.

Keys to success for i-teams

6 Plan early for sustainability and earn champions in city hall

The i-teams grant is a seed investment in public innovation in your city. It's never too early to start building a vision for how the i-team's work will live on and grow beyond the grant term. As you do so, think about who can help you advocate for this vision, along with where funding can be sourced. As part of their sustainability planning to gain champions in city hall, i-teams often hold information sessions sharing their expertise and services and calling on their city partners to consider how their department could collaborate with the i-team.

7 Leverage your support resources and the i-teams network

Never forget that there is a robust network behind you ready to provide inspiration, expertise, and a sounding board for when you need it most. You can reach out to the City Support Team for quick answers to your questions, examples from other cities, connections to experts, or simply to talk through something that's on your mind. We can't wait to work with you!

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APPENDICES

A. Innovation Team Cities

A Total of 49 Innovation Teams Across 8 Countries

Current Cities

1. Acre, Israel
2. Ashdod, Israel
3. Amsterdam, Netherlands*
4. Bat Yam, Israel
5. Beit Shemesh, Israel
6. Bogotá, Columbia*
7. Eilat, Israel
8. Mexico City, Mexico
9. Minneapolis, MN
10. Netanya, Israel
11. Reykjavik, Iceland*
12. Sakhnin, Israel
13. San Francisco, CA*
14. Syracuse, NY
15. Toronto, Canada
16. Washington, DC*
17. Western Negev, Israel

Past Cities

1. Albuquerque, NM
2. Anchorage, AK
3. Atlanta, GA
4. Austin, TX
5. Baltimore, MD
6. Be'er Sheva, Israel
7. Boston, MA
8. Centennial, CO
9. Chicago, IL
10. Detroit, MI
11. Dunkirk, France
12. Durham, NC
13. Grenoble, France
14. Jersey City, NJ
15. Jerusalem, Israel
16. Lille, France
17. Long Beach, CA
18. Los Angeles, CA
19. Louisville, KY
20. Memphis, TN
21. Metz, France
22. Mobile, AL
23. Mulhouse, France
24. Nantes, France
25. New Orleans, LA
26. Occitanie Region, France
27. Paris, France
28. Peoria, IL
29. Rennes, France
30. Seattle, WA
31. Strasbourg, France
32. Tel Aviv, Israel

*Key: *Fall 2021 i-team Cohort*

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 1 (2012)	
Atlanta	- Priority 1: Reduce street homelessness - Priority 2: Improve 311 customer service - Priority 3: Develop Smart city infrastructure
Chicago	- Priority 1: Improve access to early childhood education programs - Priority 2: Expand social services and increase capacity of Community Service Centers - Priority 3: Support small businesses to thrive in the city - Others: Reduce youth violence; improve energy efficiency in homes through residential retrofits
Louisville	- Priority 1: Improve city customer service and accountability - Priority 2: Support regional economic development - Priority 3: Reduce vacant and abandoned properties - Others: Smart city/Smart Mobility; digital inclusion/civic tech; increase local exports; recycling

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Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 1 (2012)	
Memphis	- Priority 1: Strengthen neighborhood economic vitality - Priority 2: Reduce youth handgun violence - Priority 3: Improve city cleanliness - Others: Improve transportation and mobility; improve EMS services; improve city customer service; providing mobility to support to the differently-abled; addressing blight, illegal dumping, and waste hotspots
New Orleans	- Priority 1: Reduce homicide rates and the city's jail population - Priority 2: Expand economic opportunity for working-age black men - Priority 3: Improve city customer service

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 2 (2015)	
Albuquerque	- Priority 1: Improve youth employment and economic opportunity - Priority 2: Use data and research to improve the criminal justice system - Priority 3: Public service process improvements and performance measurement - Others: COVID-19 response support
Boston	- Priority 1: Increase housing affordability - Priority 2: Use third spaces to foster resident-centered development - Priority 3: Improving the city's public services - Others: Expand the city's composting program
Centennial	- Priority 1: Improve city transportation and mobility - Priority 2: Address challenges associated with aging in the community

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

Priorities
Cohort 2 (2015)
Jersey City   - Priority 1: Support small businesses and revitalize commercial corridors   - Priority 2: Address the city's stormwater overflow challenges   - Priority 3: Improve sustainability through composting and green infrastructure   - Others: Increase access to affordable housing; modernize city services; improve access to outdoor spaces for children
Jerusalem   - Priority 1: Improve services and quality of life for at-risk youth   - Priority 2: Increase resident satisfaction with public spaces   - Priority 3: Attract and retain human capital   - Others: Improve the business environment and sustainability of small businesses; improve senior residents' safety and quality of life; meet young children's developmental needs; train city officials in innovation

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 2 (2015)	
Long Beach	- Priority 1: Improve economic development in Long Beach - Priority 2: Address the needs of frequently justice-involved individuals - Priority 3: Reduce homelessness - Others: Support economic equity in Long Beach; COVID-19 response
Los Angeles	- Priority 1: Foster neighborhood revitalization without displacement and support small businesses - Priority 2: Recruit and hire the police force of LA's future - Priority 3: Future of work - Others: Increase the city's housing supply; promote gender equity in the city workforce, leadership, and city services: COVID-19 response support

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 2 (2015)	
Minneapolis	- Priority 1: Improve access to quality rental housing for communities of color - Priority 2: Increase minority and immigrant business ownership and success - Priority 3: Affordable housing - Others: Community safety; COVID-19 response support
Mobile	- Priority 1: Revitalize neighborhoods through blight reduction - Priority 2: Support business growth and retention - Priority 3: Build credible 311 data systems - Others: Develop an executive suite dashboard; support collaboration in Africatown; co-create city policies with department staff
Peoria	- Priority 1: Leverage green infrastructure solutions to strengthen communities - Priority 2: Support place-based economic development

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

Priorities
Cohort 2 (2015)

Seattle
- Priority 1: Reduce violence and increase opportunity for Black youth
- Priority 2:
    o Reduce youth and young adult homelessness
    o Expand economic opportunity for Seattle's youth and young adults
- Priority 3: Improve recruitment, hiring, and retention of officers in the Seattle Police Department
- Others: COVID-19 response support; planning for citywide return to offices

Syracuse - Priority 1: Improve the city's water and road infrastructure - Priority 2: Increase economic opportunity in low-income neighborhoods - Priority 3: Increase housing stability for Syracuse residents - Others: Improve the city's permitting process; manage the performance of American Rescue Plan Act projects

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Cohort 2 (2015)	
Tel Aviv	- Priority 1: Improve quality of life for residents of Neve Sha'anan - Priority 2: Address the high cost of living for middle-income families in Tel Aviv - Priority 3: Improve street cleanliness in the city - Others: Promote civic engagement among Tel Aviv residents; improve services for the aging population; respond to changing consumption of arts and culture and imagine the future of cultural institutions

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

Priorities
Cohort 3 (2017)
Anchorage - Priority 1: Increase economic opportunity in low-income neighborhoods - Others: COVID-19 response support
Austin - Priority 1: Address homelessness and right-size services and operations at the Austin Resource Center for the Homeless - Priority 2: Increase housing stability and prosperity for residents facing displacement pressure - Others: Manage the Austin Civilian Conservation Corps; develop resident-informed data tools
Baltimore - Priority 1: Support the Police Department to recruit, hire, and retain an effective and trusted workforce - Priority 2: Nurture a clean city that is safe, healthy, and beautiful for all residents - Priority 3: Improve justice outcomes for Baltimore - Others: COVID-19 response support

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Be'er Sheva	- Priority 1: Support small businesses to launch and grow - Priority 2: Foster clean and vibrant public spaces - Others: Improve quality of life for young adults; COVID-19 response support
Detroit	- Priority 1: Reduce gun violence - Priority 2: Increase expungement of criminal records - Priority 3: Improve access to holistic, consistent early childhood education - Others: Providing quality afterschool programming for families and children; COVID-19 response support
Durham	- Priority 1: Increase economic opportunity and mobility for justice-involved residents - Priority 2: Reduce recidivism - Priority 3: Increase resident composting and reduce food waste - Others: Reduce the number of residents who experience water cutoffs; COVID-19 response support

B. List of i-teams and their priority areas

Below we have included the list of i-teams, organized by cohort, showing some of the exciting priorities that each team has tackled over their years in the program.

	Priorities
Toronto	- Priority 1: Ensure civic engagement is inclusive for all - Priority 2: Deliver digital services to residents - Priority 3: Create affordable housing opportunities - Others: COVID-19 response support

C. Sample impact reports

Baltimore: Public Health Corps

COVID-19 Response: Baltimore Health Corps

Status: Completed

Priority: Led program management role for the Baltimore Health Corps program through its ideation and launch, helping to design all aspects of Baltimore's core covid response program from the ground up. The program achieves the following aims:
1. Hire and train 300 Baltimore residents while providing career supports for their long-term development
2. Prevent the spread of covid through effective contact tracing
3. Provide care coordination support for vulnerable residents

Challenges: Hiring extremely large pool of local applicants

Target: Create 300 new jobs and build sustainable employment paths during and after the pandemic

Solutions/ What we did
- The candidate pool's racial/ethnic makeup reflected Baltimore city
- The applicant pool pulled from Baltimore's hardest hit ZIP codes

Project impact
- **Raised $12M** from philanthropic and federal funding sources
- **Hired 275 staff**, of whom 70% are Baltimore residents and 100% were unemployed or underemployed during the pandemic
- Published an early lessons report with Rockefeller Foundation to share with the Biden Administration in early March

Design-based innovation
- Moved from ideation to launch in under two months, an extremely accelerated timeframe due to COVID.

Research   Synthesis & Ideation   Prototyping   Delivery

Office of Performance & Innovation

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C. Sample impact reports

Detroit: Reducing impact of criminal records

Reduce Impact of Criminal Records

Key Challenge:

Prior criminal records—even for minor offenses—have been a major barrier to jobs and opportunity for thousands of Detroiters. Thousands of residents continue to be punished for their mistakes for decades and are denied housing and jobs based on their history of criminal record.

Targets:

1. Add 300 individuals to the PCS pipeline
2. Provide 261 individuals in pipeline with an expungement by EOY 2018

Solutions:

1. Improved process efficiencies
2. Increase awareness of key challenges

Impact:

- Project Clean Slate helped expunge 588 records between May 2018 and October 2020
- 5,216 residents have been served through expungement fairs between May 2018-October 2020
- Average time of expungement reduced from 122 to 58 days
- Reduced registration errors from 18% to 0%
- PCS provided services at workforce locations

Innovation Team - Mayor's Office

C. Sample impact reports

New Orleans: Murder reduction

Murder Reduction: Stocktake Initiative Update

CeaseFire: Three CeaseFire participants met and had lunch with President Obama. Two CeaseFire staff members attended the Cure Violence national convening and joined the planning committee for the Cure Violence Cluster in New Orleans in 2016. One Central City staff member completed the Moral Reconation Therapy training and earned certification in conducting Peer Support Groups.

Conflict Mediation Phases

	July	August
Identification	0	0
Information Gathering	0	1
Strategy	0	0
Active Mediation	0	0
Maintenance	2	2

Fatal and Non-Fatal Shooting Victims

Jan - Aug	CeaseFire	Central City
2011	27	34
2012	29	47
2013	28	39
2014	22	28
2015	27	42
1 Year Change	23%	50%

2015 Shootings in CeaseFire Target Area

Measures	2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Target	Status
# of shooting incidents	34	0	0	4	2	2	4	4	1					17	N/A	N/A
# shooting responses (incl. all murders)	19	0	0	3	4	2	4	5	1					19	one per incident	
# of participants	23	23	32	36	39	43	44	46	47					N/A	45	
% of participants that achieve 50% HSP goals w/in three months	51%	46%	29%	60%	88%	56%	30%	41%	51%					N/A	85%	
# conflicts identified	Unk	Unk	0	4	2	1	1	2	1					13	N/A	N/A
% conflicts informed by community relations	Unk	Unk	N/A	75%	100%	100%	100%	100%	100%					N/A	TBD	
% unresolved conflicts to action phase in one month	100%	100%	100%	100%	100%	100%	100%	100%	100%					N/A	100%	

C. Sample impact reports

New Orleans: Murder reduction

Murder Reduction: Stocktake Shooting Trends

Shooting Victims Citywide (101) — 2010-14 Avg.

Shooting Victims in Hot Spots (40) — 2010-14 Avg.

Shooting Incidents & Victims ■ Victims

Shooting Victims by District ■ 2010-14 Avg.
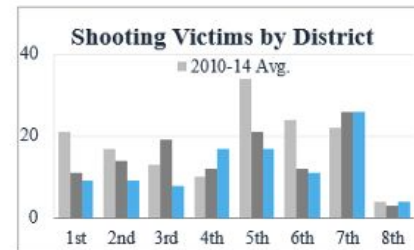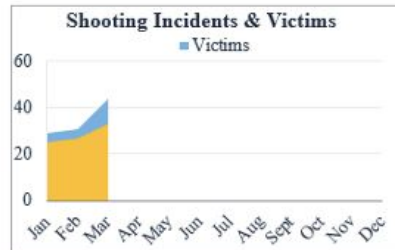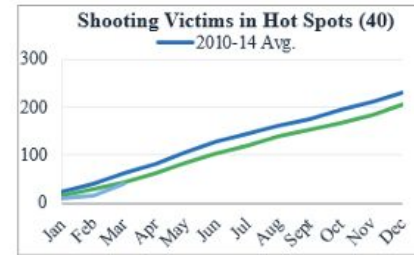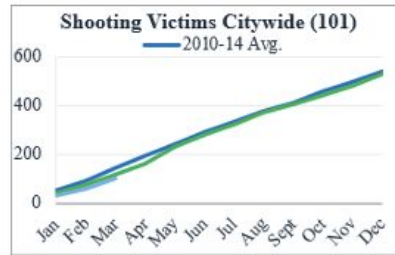
Note on shootings: The number of shootings presented in these graphs are those that are known to NOPD. Shootings that did not strike an individual are not included.

D. Sample job descriptions