



The Innovations in American Government Awards

Introducing the 2011 Winner

Center for Economic Opportunity

Introducing the 2011 Finalists

Boston Teacher Residency

Economic Gardening

Healthy San Francisco

NYC Service

Statewide Land Use Program



HARVARD Kennedy School

ASH CENTER

for Democratic Governance
and Innovation

2011 Innovations in American Government Awards



Since 1985, the Innovations in American Government Awards has been a driving force in the identification, recognition, and scaling up of creative and effective initiatives across the United States. During this time, the nearly 500 initiatives recognized by the program have become national models, providing jurisdictions across the country with ideas that work.

Perhaps now more than ever, economic uncertainties have required our public servants and citizens alike to do more with less and to seek out solutions to our most pressing challenges. Fortunately, we have seen that many have not only met these challenges, but have demonstrated that there is also great opportunity to innovate in the face of crisis.

This year, we again recognize remarkable programs and the public officials responsible for their creation and implementation. Not surprisingly, this year's winner and finalists all meet the imperative to think outside the box when providing services in a difficult economic climate. Our winner is responsible for the design, evaluation, and implementation of a myriad of effective anti-poverty programs. Finalists include programs that connect volunteers with a host of service opportunities, improve academic achievement in high-need urban areas, provide health care to uninsured adult residents, strengthen economic development potential, and protect rural lands.

Please read more about these initiatives in the enclosed insert. We hope you will join us in celebrating this year's top innovators, as well as all of the dedicated leaders and public servants across our nation who are devoted to improving the lives of their fellow citizens. Though many challenges still lie ahead, we are confident that our nation will continue to innovate now and in the future.

Anthony Saich
Director
Ash Center for Democratic Governance and Innovation



Center for Economic Opportunity

City of New York, New York



Mayor Michael R. Bloomberg established the New York City Center for Economic Opportunity (CEO) in 2006 to implement a new anti-poverty agenda for the city. CEO's mission is a unique one within city government: to pilot new anti-poverty initiatives, conduct rigorous evaluation, replicate what works, and conduct research to inform policy. This work is supported by CEO's Innovation Fund, an annual \$100 million public-private partnership. CEO is committed to rigorously measuring program impacts and ensuring accountability: providing objective evidence to inform decisions of whether to continue, replicate, or eliminate programs. It is also contributing to a nationwide understanding of how to reduce poverty.

In the last five years, CEO has created, supported, and funded over 50 innovative anti-poverty programs and policy initiatives. Programs include an accelerated associate's degree program, sector-focused job training and placement, education and employment programs for disconnected youth, and asset building and savings strategies to promote self-sufficiency.

CEO has also developed an alternative poverty measure. Based on recommendations made by the National Academy of Sciences, this improved measure provides a more realistic measure of poverty for New York City. This local effort informed the Obama Administration's recent decision to create the Supplemental Poverty Measure.

CEO is committed to sharing its best practices and lessons learned with providers, policymakers, and other stakeholders. CEO regularly releases progress and evaluation reports, presents at conferences, and collaborates with localities interested in replicating its work, including the seven cities replicating CEO programs with the support of the federal Social Innovation Fund.

For more information contact:
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Boston Teacher Residency

Boston Public School District



In 2002, half of Boston Public Schools' (BPS) new teachers were leaving within three years. Replacing new teachers cost the district \$3 million dollars every year, depleting valuable financial and human resources from schools. The district also faced severe teacher shortages in math, science, special education, and ESL, and was eager to hire more teachers of color.

The Boston Teacher Residency (BTR) was founded in 2003 to address these challenges. Its mission is to drive significant student learning gains through the recruitment, preparation, development and retention of excellent Boston teachers. BTR is a master's program that links theory and practice, readying aspiring teachers through a yearlong apprenticeship in a BPS classroom and three years of coaching for graduates. The BPS classroom, rather than the academy, is the focus of the BTR experience. BTR has prepared and supported 400 teachers for BPS, of whom 50 percent are people of color. Over 80 percent of graduates continue to teach in BPS today.

BTR shapes national teacher quality efforts through the organization it cofounded, Urban Teacher Residency United, which has supported replication of the model in 14 cities. President Obama recently highlighted BTR as a model for high-quality teacher preparation.

For more information contact:
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Economic Gardening

City of Littleton, Colorado



In 1987, the City of Littleton, Colorado, experienced a major recession due to an oil bust and the layoff of 7,000 employees by the city's major defense employer. Frustrated with out-of-state employers dictating the economic future of Littleton, the city ended their practice of recruiting outside industries and instead created a new Business/Industry Affairs Department with the charge to "work with local businesses to create good jobs."

Economic Gardening focuses on growing jobs by nurturing local entrepreneurs and providing them with sophisticated corporate-level tools and concepts from the public sector. Entrepreneurs in Littleton have doubled the job base, and sales taxes to the city have tripled while the population grew by 23 percent.

The program has received recognition from the International Economic Development Council, the National League of Cities, the University of Minnesota, and the U.S. Economic Development Agency. Other communities have since established Economic Gardening programs, including projects in Northern Ireland, Australia, and Canada.

For more information contact:
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Healthy San Francisco

City and County of San Francisco, California



Uninsured citizens are often forced to navigate fragmented health-care delivery systems and are less likely to receive primary care, relying on costly episodic or emergency care, and have higher mortality rates. By 2007, San Francisco's population of uninsured adults had risen to 60,000 and the issue became urgent.

In response, Healthy San Francisco (HSF) was created and provides universal, comprehensive, affordable health care to uninsured adults regardless of the person's income, employment, immigration status, or preexisting medical conditions. It integrates public and private providers into a single system to provide universal care, emphasizing primary care. HSF is health care reform at the local level, and does not rely on a health insurance model to expand health care access.

HSF now serves over 85 percent of the adult residents that had been uninsured. The program has had high levels of enrollment, primary care utilization, and satisfaction; and it has helped decrease emergency department visits.

For more information contact:
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NYC Service

City of New York, New York



NYC Service was launched by Mayor Bloomberg in April 2009 to meet his State of the City pledge for New York City to lead the nation in answering President Obama's national call to volunteerism. NYC Service is meeting its goals to help more New Yorkers connect to service opportunities more easily, target volunteers to address the city's most pressing challenges, and promote service as a core part of what it means to be a citizen of the City of New York. NYC Service aims to drive volunteer resources to six impact areas where New York City's needs are greatest: strengthening communities, helping neighbors in need, improving education, increasing public health, enhancing emergency preparedness, and protecting our environment.

Since its inception, NYC Service has engaged nearly 1.3 million New Yorkers in a wide range of volunteer activities that includes teaching free fitness classes at city recreation centers, providing tax assistance to low-income families, beautifying neighborhood blocks, and coating rooftops with reflective white paint. NYC Service oversees 25 new or expanded volunteer initiatives and the comprehensive website, located at www.nyc.gov/service, has made it easier for New Yorkers to find opportunities to make a difference. More than 560,000 unique visitors to the NYC Service website have accessed over 5,700 volunteer opportunities since its launch.

For more information contact:
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Statewide Land Use Program

State of Oregon



Created in 1974 when sprawl began to threaten farmlands around Oregon's cities, the State of Oregon's comprehensive land use planning program conserves farm and forest lands. This helps maintain a high level of food and timber production along with rural employment opportunities. Oregon limits the uses allowed on these lands and provides property tax incentives and transferable development rights to keep properties in use for farming or timber.

The program promotes sustainable urban development through coordinated land use, transportation, and public facility planning. Each city has an urban growth boundary to prevent sprawl and keep transportation and service costs down.

As a result, hundreds of square miles of farmland and forest have been kept in production and saved from urban sprawl. Since 2000, Oregon has led the nation in its decline in per capita vehicle miles traveled yearly, translating into savings in transportation costs for households and federal, state, and local governments.

For more information contact:
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2011 Top 25

ACT 1220: BODY MASS INDEX INITIATIVE

State of Arkansas

BOSTON TEACHER RESIDENCY

Boston Public School District

CENTER FOR ECONOMIC OPPORTUNITY

City of New York, NY

CHILD PSYCHIATRY ACCESS PROJECT

Commonwealth of Massachusetts

CITY NET

City of Santa Monica, CA

CITY OF PARKS

City of Louisville, KY

CITYWIDE POST-DISASTER RESILIENCE AND RECOVERY INITIATIVE

City and County of San Francisco, CA

CIVIC CONSULTING ALLIANCE

City of Chicago, IL

COURT-BASED HOMELESSNESS PREVENTION LAW PROJECT

City of New York, NY

DAY AND EVENING ACADEMY

Boston Public Schools District

ECONOMIC GARDENING

City of Littleton, CO

FUNDERS GROUP

King County, WA

GENERATING CLEAN HORIZONS

State of Maryland

HEALTHY SAN FRANCISCO

City and County of San Francisco, CA

IMPROVED SOLUTIONS FOR URBAN SYSTEMS

State of Ohio

INTEGRATED ETHICS

U.S. Department of Veterans Affairs

MOBILE INMATE VIDEO VISITATION BUS

Pinellas County, FL

NEW MARKETS TAX CREDIT PROGRAM

U.S. Department of Treasury

NYC SERVICE

City of New York, NY

ONE WATER ONE WATERSHED PLANNING

Santa Ana Watershed Project Authority, CA

REGIONAL GREENHOUSE GAS INITIATIVE

Ten Northeastern States

RESTRAINT/SECLUSION PREVENTION INITIATIVE

Commonwealth of Massachusetts

SHAPE UP SOMERVILLE

City of Somerville, MA

SOFT SECOND LOAN PROGRAM

Massachusetts Housing Partnership, MA

STATEWIDE LAND USE PROGRAM

State of Oregon

Innovations in American Government

The Roy and Lila Ash Center for Democratic Governance and Innovation fosters excellence in government around the world in order to generate and strengthen democracy. Through its awards program, research, publications, curriculum support, and global network, the Ash Center champions critical milestones in creative and effective governance and democratic practice. By highlighting exemplary government programs, generating and supporting research and curriculum materials, and engaging a broad, global community in which knowledge is shared, the Center serves as a catalyst for successfully addressing many of the world's most pressing concerns and, in turn, improving the lives of its citizens. Since 1985, the Center's Innovations in American Government Awards program has received more than 25,000 applications from federal, state, local, tribal, and territorial government initiatives and has recognized nearly 500 initiatives that have received over \$22 million in awards. Most winners have been replicated, and many have served as harbingers of comprehensive reform strategies or as forerunners to federal and state legislation. The Ash Center is funded through endowment grants from the Ford Foundation—the founder and long-time sponsor of the Innovation Awards—and Roy Ash, former U.S. cabinet member and founder of the modern Office of Management and Budget.

ASH CENTER FOR DEMOCRATIC GOVERNANCE AND INNOVATION

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For more information about the Innovations Awards
and the activities of the Ash Center, please visit:
www.ash.harvard.edu

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