

17 August 2023



Kia ora

Bloomberg Harvard City Leadership Initiative

Thank you for your request made under the Local Government Official Information and Meetings Act 1987 (the Act), received on 19 July 2023. You requested the following information:

- 1. All correspondence between the Mayor, the Mayor's Office, and/or WCC officers with the Bloomberg Institute and/or Harvard in relation to attendance by the Mayor, the WCC Chief Executive and the Mayor's chief of staff.*
- 2. Costs of sending the mayor and officers to the Harvard leadership programme as outlined in The Post on 18 July 2023 including, but not limited to flights, carbon credit offsets, accommodation, any daily allowances.*
- 3. A breakdown of costs according to who will meet those costs.*
- 4. Conditions, ongoing requirements or any commitments made on behalf of WCC such as but not limited publicity, engagement, or any other commitment.*
- 5. The full itinerary for the mayor including identifying any social engagements or functions.*

Wellington City Council has granted your request for information, however some information around the Chief Executive and Chief of staff is yet to be finalised as the trip is still underway. We can provide you with this remaining information when it has been confirmed. In the interim please see the remaining information you have requested below.

The Bloomberg Harvard City Leadership Initiative—the flagship program of the Bloomberg Centre for Cities at Harvard University—is a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies to equip mayors and senior city officials to tackle complex challenges in their cities and improve the quality of life of their residents.

1. All correspondence between the Mayor, the Mayor's Office, and/or WCC officers with the Bloomberg Institute and/or Harvard in relation to attendance by the Mayor, the WCC Chief Executive and the Mayor's chief of staff.

Please see attached items one through five. Please note that the Chief of Staff and Chief Executive's correspondence is similar to that received by the mayor as the emails from the programme, as these are standard onboarding messages. The Chief of Staff and Chief Executive's trip is underway, so we

are unable to confirm their final correspondence at this stage and can provide this to you once they have returned.

2. Costs of sending the mayor and officers to the Harvard leadership programme as outlined in The Post on 18 July 2023 including, but not limited to flights, carbon credit offsets, accommodation, any daily allowances.

Mayor

All travel, accommodation and most meals were provided by Bloomberg as part of the City Leadership programme.

The costs incurred by Wellington City Council for the mayor's trip were:

- Taxi fares to and from Wellington CBD to airport
- USA visa waiver fee: USD\$84.00
- NZ to USA travel adaptor: NZ\$34.00

Chief Executive and Chief of Staff

The Chief Executive and Chief of Staff are taking part in the August round of the City in Leadership program which is currently underway. We can confirm this figure for you once they have returned.

All travel, accommodation and most meals are provided by Bloomberg as part of the City Leadership programme. As the trip for the Chief Executive and Chief of Staff has not yet ended, we cannot confirm final costs associated with this trip at this stage.

3. A breakdown of costs according to who will meet those costs.

Please see above response.

4. Conditions, ongoing requirements or any commitments made on behalf of WCC such as but not limited publicity, engagement or any other commitment.

The Bloomberg programme is a yearlong initiative comprising of several virtual sessions and one 4-day in person session; with each requiring full commitment of participation.

The programme includes the opportunity for a competitively selected Harvard graduate to be selected for a fellowship in participating Mayor's offices, no other commitments are required or have been entered.

5. The full itinerary for the mayor including identifying any social engagements or functions.

Please see attached item six. No social engagements or functions were planned.

Below are the documents that fall in scope of your request and my decision to release the document. Any redactions made are for privacy reasons under section 7(2)(a) of the Act. I have also redacted access links to the programme.

Please note that I have not included correspondence of a strictly administrative nature such as password set up emails, confirming contact details, flight bookings, login instructions, or scheduling calls.

Please note that items below, such as item one, two, and four, are the same as those received by the Chief Executive and Chief of Staff, so I have not included these again. If you do require them, please let me know.

Item	Document name/description	Decision
1.	Email from Bloomberg Harvard City Leadership Initiative regarding website session and slides (29 June 2023)	Release
2.	Email from Bloomberg Center for Cities at Harvard University regarding Program Next Steps (20 July 2023)	Release
2a.	Email attachment to the above	Release
2b.	Email attachment to the above	Redactions made under section 7(2)(a) of the Act
3.	Email from mayor's office regarding nomination for leadership programme (7 July 2023)	Release
4.	Email from Bloomberg Harvard City Leadership Initiative to mayor's office regarding Next Steps and Needed Actions (15 June 2023)	Release
4a.	Travel and hotel information	Release
5.	Invitation from Bloomberg Harvard City Leadership Initiative to participate in the program (March 2023)	Release
6.	Itinerary for Mayor	Release
7.	Email from Bloomberg Harvard City Leadership Initiative to Chief Executive regarding virtual launch (21 July 2023)	Release
7a.	Attachment to above email, materials for virtual launch	Release

Right of review

If you are not satisfied with the Council's response, you may request the Office of the Ombudsman to investigate the Council's decision. Further information is available on the Ombudsman website, www.ombudsman.parliament.nz.

Please note, we may proactively release our response to your request with your personal information removed.

Thank you again for your request, if you have any questions, please feel free to contact me.

Kind regards

Claudia Holgate
Official Information

From: [Bloomberg Harvard City Leadership Initiative](#)
To: [Mayor Tory Whanau](#)
Cc: tiumalu.sialavaa@wcc.govt.nz; [Tiumalu MG Sialava](#)"a
Subject: Bloomberg Harvard Course Website and Session Slides
Date: Friday, 30 June 2023 5:29:40 am
Attachments: [June 28 Session Slides Final.pdf](#)

Dear Mayor Whanau,

We are very excited about your participation in the Bloomberg Harvard City Leadership Initiative Class of 2024. We are writing to share the attached slides presented during today's virtual kickoff, as well as information on how to access the course website where you will find the program's required readings and general information.

Register for the Course Website:

- **Step 1.** Click on the following link to register by July 7:

[REDACTED]

- **Step 2.** Once you have registered, the link to the course website is:

[REDACTED]

Readings to be completed prior to each session in New York can be found under the [REDACTED]. On the [REDACTED] page you will find hotel and travel information, as well as other logistics and program details. We will be adding and updating information on this site, so please bookmark it and check back often. We'll use it to share an agenda, bios of other participants in your class, presentations, and handouts.

Evaluate Today's Virtual Session: We would also appreciate if you could take a moment to share your feedback of today's session by completing this [REDACTED]

Complete Onboarding Tasks: If you haven't already, please use [REDACTED] to schedule a thirty-minute introductory phone call with a member of our program's leadership, and use [REDACTED] to login to your portal and complete the logistics form, senior leader nominations, and program requirements. Please click the "Forgot Password" button if you need to reset your password.

We look forward to meeting you in person on July 16! In the meantime, please don't hesitate to reach out to our team at cityleadership_mayors@harvard.edu.

Bloomberg Harvard City Leadership Initiative
Cambridge, MA 02138 USA | cityleadership.harvard.edu



20 October 2023

Neil Harrap
neilharrap@gmail.com

Kia ora Neil,

Bloomberg Harvard City Leadership Initiative

Further to your information request regarding the recent trip to New York undertaken by the mayor, Chief of Staff, and Chief Executive, I can advise that the correspondence and finances have been finalised.

- 1. All correspondence between the Mayor, the Mayor's Office, and/or WCC officers with the Bloomberg Institute and/or Harvard in relation to attendance by the Mayor, the WCC Chief Executive and the Mayor's chief of staff.*
- 2. Costs of sending the mayor and officers to the Harvard leadership programme as outlined in The Post on 18 July 2023 including, but not limited to flights, carbon credit offsets, accommodation, any daily allowances.*
- 3. A breakdown of costs according to who will meet those costs.*
- 4. Conditions, ongoing requirements or any commitments made on behalf of WCC such as but not limited publicity, engagement, or any other commitment.*
- 5. The full itinerary for the mayor including identifying any social engagements or functions.*

Further to your request IRC-5201 please see the below regarding the remainder of your request relating to the Chief Executive and Chief of Staff.

The Bloomberg Harvard City Leadership Initiative—the flagship program of the Bloomberg Centre for Cities at Harvard University—is a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies to equip mayors and senior city officials to tackle complex challenges in their cities and improve the quality of life of their residents.

1. All correspondence between the Mayor, the Mayor's Office, and/or WCC officers with the Bloomberg Institute and/or Harvard in relation to attendance by the Mayor, the WCC Chief Executive and the Mayor's chief of staff.

Please note that the Chief of Staff and Chief Executive's correspondence is similar to that received by the mayor (through your request IRC-5201) as these are standard onboarding messages from the programme.

2. Costs of sending the mayor and officers to the Harvard leadership programme as outlined in The Post on 18 July 2023 including, but not limited to flights, carbon credit offsets, accommodation, any daily allowances.

The mayor's spending was provided to you, please see below regarding the Chief of Staff and Chief Executive now that the trip has ended.

All travel, accommodation and most meals were provided by Bloomberg as part of the City Leadership programme.

The Chief Executive had no costs associated with the trip.

Chief of Staff costs:

- Taxi travel \$141.15
- Travel insurance \$150.87
- USA visa waiver fee \$140.41

3. A breakdown of costs according to who will meet those costs.

Please see above response.

4. Conditions, ongoing requirements or any commitments made on behalf of WCC such as but not limited publicity, engagement or any other commitment.

The Bloomberg programme is a yearlong initiative comprising of several virtual sessions and one 4-day in person session; with each requiring full commitment of participation.

The programme includes the opportunity for a competitively selected Harvard graduate to be selected for a fellowship in participating Mayor's offices, no other commitments are required or have been entered.

5. The full itinerary for the mayor including identifying any social engagements or functions.

This has been provided to you through your previous request IRC-5201.

Below are the documents that fall in scope of your request and my decision to release the document. Any redactions made are for privacy reasons under section 7(2)(a) of the Act. I have also redacted access links to the programme.

Please note that I have not included correspondence of a strictly administrative nature such as password set up emails, confirming contact details, flight bookings, login instructions, or scheduling calls.

Please note that items below, such as item one, two, and four, are the same as those received by the Chief Executive and Chief of Staff, so I have not included these again. If you do require them, please let me know.

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Thank you again for your request, if you have any questions, please feel free to contact me.

Kind regards

Claudia Holgate
Official Information

Creating Public Value

Thinking and Acting Strategically

Opening Session - Bloomberg Harvard Cohort 7 - Class of 2024

Jorrit de Jong, Ph. D.

Director, Bloomberg Center for Cities at Harvard University

Emma Bloomberg Senior Lecturer in Public Policy and Management, Harvard Kennedy School

Goals of this Session

1. Reflect on the fundamental **challenge** of strategic leadership in cities
2. Introduce a shared **language** and analytic **tools** for our journey together
3. Foreshadow the **capabilities** we will cover in New York City and beyond

Every city is unique



**Yet, all mayors face
similar challenges**



What would you do if you were Jenny?



The Mission of a City Library



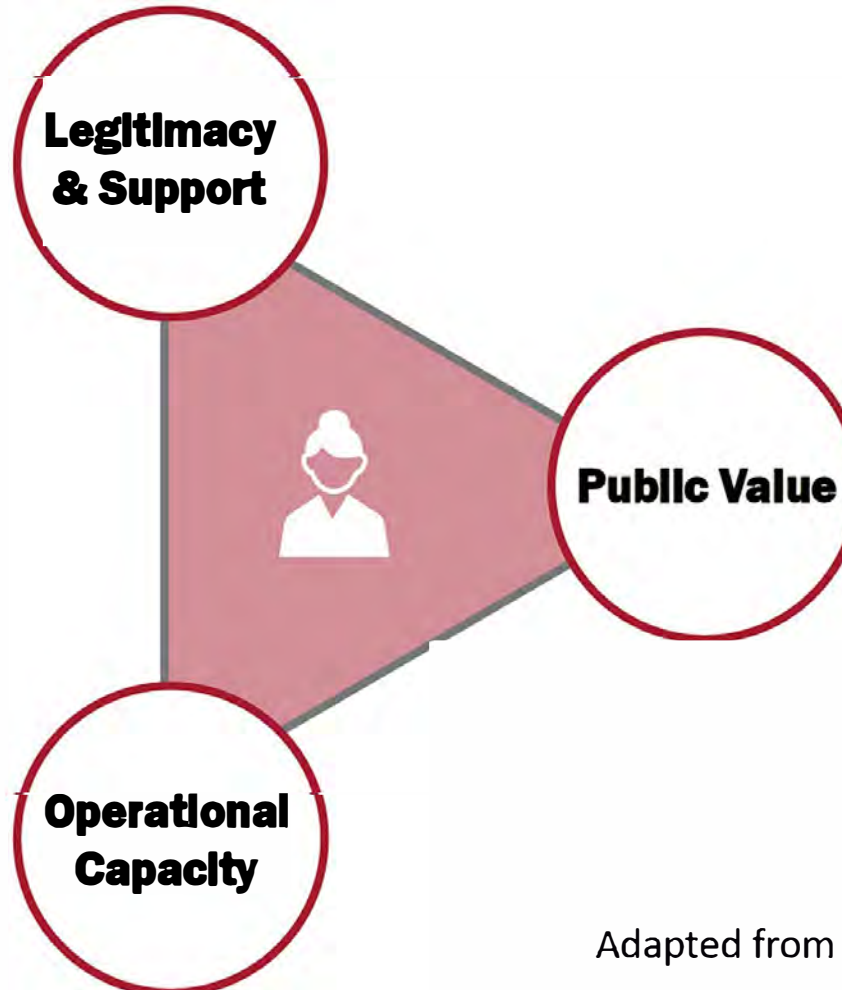
The Strategic Triangle

Support

Approval or Endorsement by Stakeholders in the Authorizing Environment

Capacity

Available Resources across Organizational Boundaries



Public Value

Client Satisfaction, Better Social Outcomes,

Improved Material and Immaterial Conditions

Adapted from Mark H. Moore: *Creating Public Value* (1995)

Think of a Key Priority: What Is Your Strategic Challenge?

Address (latent) conflict?

Engage (new) stakeholders?

**Legitimacy
& Support**



Public Value

Diagnosing the *real* problem?

Reimagine what success might look like?

Re-invent business processes?

Expand capacity through partnerships?

**Operational
Capacity**

Using Data and Evidence in Government

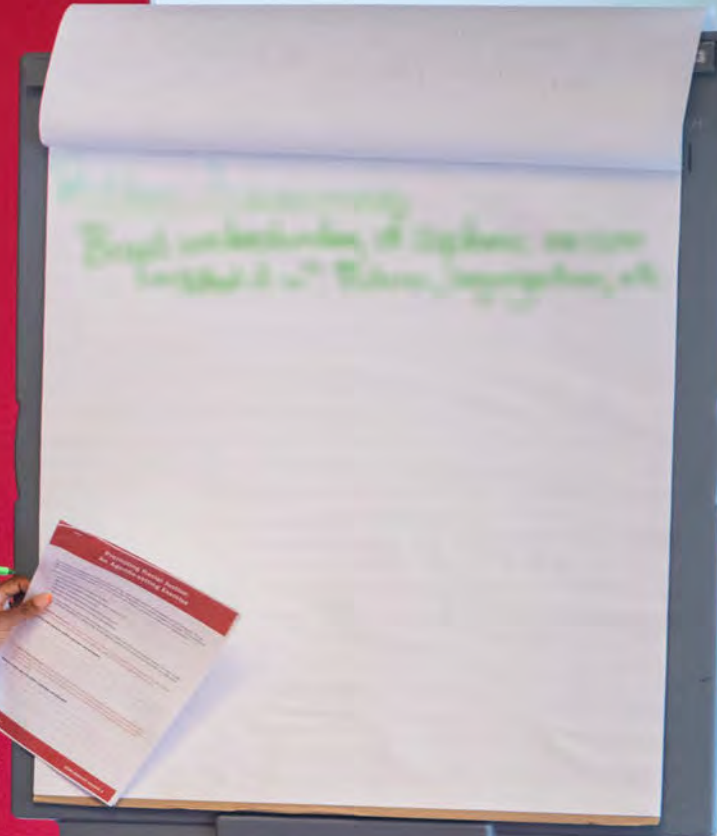




Handan, China

The Bloomberg Initiative to Reduce Tobacco Use is helping cities and countries implement measures that are proven to reduce use and protect people from harm, including smoke-free public places, bans on tobacco advertising, higher taxes on tobacco products, graphic warnings on cigarette packaging, and mass-media public awareness campaigns. On World No Tobacco Day, activists in Handan, China, raised awareness about the dangers of tobacco use.

Help
My PC
16:05



Collaborating Across Silos and Sectors





**Innovating and
Taking Risks
Responsibly**

Motivating Action through Storytelling



Individual Capabilities (Skills) and Organizational Capabilities (Practices)

SKILLS

are capabilities that reside in **individuals**



- Approaches
- Behaviors
- Mental models



PRACTICES

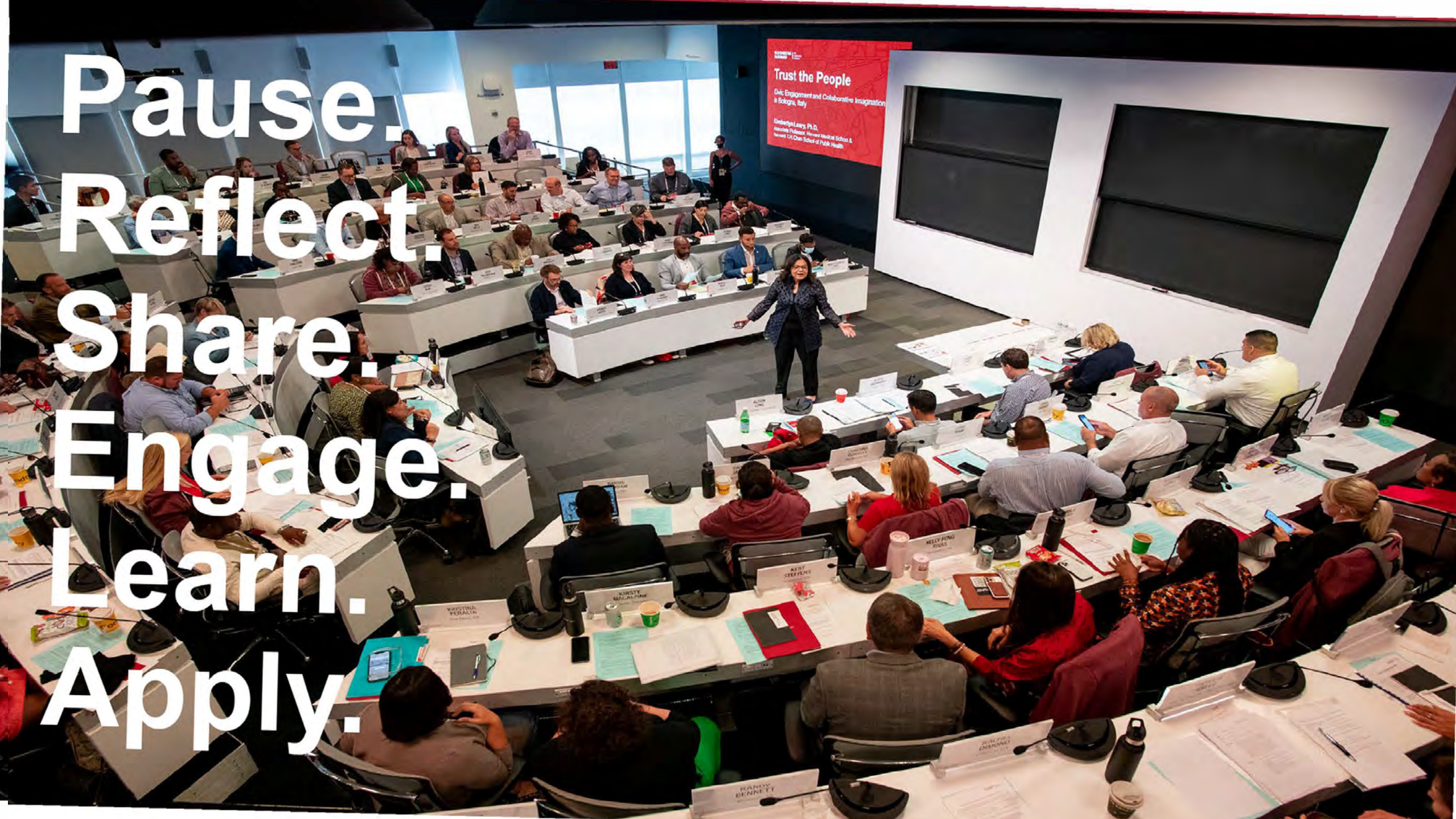
are capabilities that reside in **organizations**



- Routines
- Working processes
- Systems

Thinking and Acting Strategically to Create Public Value

1. Mayors' shared predicament is to meet high expectations and tackle big problems with limited power and resources.
2. Thinking and acting strategically is about leveraging what you have to get what you need to accomplish what you want.
3. This requires building capabilities for effective problem-solving, including using data, collaborating across boundaries and innovating.
4. This program is an opportunity for you and your staff to pause, reflect, and build new capabilities for problem-solving in practice.



Pause.
Reflect.
Share.
Engage.
Learn.
Apply.

Trust the People
Or: Engagement and Collaborative Innovation
in Bologna, Italy
Elizabeth Lany, Ph.D.,
Associate Professor, Harvard Medical School &
Harvard T.H. Chan School of Public Health



**BLOOMBERG
HARVARD**

City
Leadership
Initiative

**See you soon in
New York City!**

From: [David Margalit](#)
To: [Mayor Tory Whanau](#)
Cc: tiumalu.sialavaa@wcc.govt.nz; [Tiumalu MG Sialava](#)"a
Subject: Bloomberg Harvard: Program Next Steps and Critical Information
Date: Thursday, 20 July 2023 1:08:24 pm
Attachments: [Class of 2024 Support Overview.pdf](#)
[Class of 2024 Class Roster.pdf](#)

Dear Mayor Whanau,

What a phenomenal week in New York! Your cohort of mayors is already bringing significant abilities and insights to our year together. We look forward to working with you into June 2024 to advance your personal leadership goals and further your city's capabilities.

Please note important next steps, and save this email as a useful reference for what's next:

- **Connecting with Your Class – BH7 Roster and Listserv.** A complete roster of Class of 2024 ("BH7") participants is attached, including direct email addresses and mobile phone numbers. We've created a listserv – you may use it to email the entire class at once. The address is [REDACTED].
- **Leadership Development and Coaching.** Our support and coaching aims to help you strengthen your ability to engage others in making change and delivering results:
 - **Public Narrative Coaching and Community.** We are excited to offer an online program led by Professor Marshall Ganz and facilitated by his team of coaches. Through six sessions (for a total of eight hours) beginning in September, as well as individual coaching, you will have the opportunity to practice and hone your narrative along with other mayors from your cohort. Please respond to this email or to cityleadership_mayors@harvard.edu by **Friday, July 28** to take advantage of this program. In your email, please let us know in a few sentences why you want to continue learning the practice of public narrative.
 - **360° Personal Leadership Assessment and Coaching.** Following the senior leaders convening, we'll email you instructions for taking part in your 360° assessment and naming your assessors. A Harvard Business School coach will debrief your results one-on-one and confidentially, providing feedback you can use right away and working with you through additional coaching sessions.
- **City Support Tracks.** We offer cities significant additional support to strengthen your capacity to solve problems using innovation, data, or collaboration. Details about these three tracks and our steps for selecting cities to participate are attached. Selections will be determined based on your responses to a brief application. Your city won't be asked to fill out the application until your senior leaders return from their own convening and you have a chance to plan with them, but we're happy to answer any questions in the meantime. Applications will be due on **Thursday, August 31**. An online link for submissions will be shared with you in mid-August.
- **Virtual Classes.** Seven virtual sessions over the course of the program year will reunite the class to continue your learning and strengthen connections. We will go deeper on personal leadership capabilities and approaches to dealing with organizational challenges. We will work with your office to add each session to your calendar; the next virtual class will be on September 13 from 1:00 - 2:30 p.m US Eastern Time.
Attendance and participation is required and a prerequisite for receiving other supports while in the program and as an alumnus.
- **Harvard Scholarships and Graduate Student Fellowships.** We will share information about these opportunities with highly engaged cities as the year progresses.
- **Course Evaluation.** Please follow [REDACTED] to complete the Program Evaluation. Your

feedback is critical to helping us learn and improve our programming for future mayors. We would be grateful for your input as soon as possible. We will ask you for additional feedback periodically as the year progresses.

- **Teaching Slides from New York sessions.** The teaching slides from this week have been posted on the course website [REDACTED]. If you need assistance accessing the website, please email us at cityleadership_mayors@harvard.edu.
- **Photos from New York sessions.** [REDACTED] a few more will be added through this week. The folder also contains the *Media and Public Relations Guidance* we shared previously, including photo-sharing and social media guidelines. Please share the photos with your communications team and be in touch with any questions about their use.

We're excited about working with you and your team as you lead your city to even greater success in the months and years ahead.

Please reach out to me directly at David.Margalit@harvard.edu or +1 [REDACTED] any time with questions or if we can be of assistance.

Best,
David

David Margalit | Executive Director
[Bloomberg Center for Cities at Harvard University](#)
[REDACTED]

Follow us on [LinkedIn](#), [Twitter](#), or [Instagram](#)



Summary of Support for Class of 2024 Cities

City Support Tracks

Cities have the opportunity to apply to participate in a yearlong track to strengthen one of three key practices: Data, Innovation, or Collaboration. Senior leadership teams, working alongside their mayors, play a leading role in this work. **See pages 2-12 for descriptions of the tracks. Following the senior leaders' program, you will be asked to apply for the tracks.**

- **Data:** Gain skills, techniques, and practices to use data and evidence to analyze problems, inform decisions, allocate resources, and manage performance to achieve better results.
- **Innovation:** Learn to adopt cutting-edge innovation techniques that engage residents in testing, adapting, and scaling creative ideas that can have lasting impact.
- **Collaboration:** Harness the talents, resources, and energy of diverse stakeholders when working across sectors, jurisdictions, and agencies to solve complex problems.

Leadership Development and Coaching

Mayors will receive one-on-one support and coaching to strengthen their ability to engage others in making change and delivering results for their communities. **See page 13 for further details.**

- **360° Personal Leadership Assessment and Executive Coaching:** Complete a personal leadership assessment with results debriefed confidentially by an executive coach to provide actionable, insightful feedback.
- **Public Narrative Coaching and Community:** Continue developing the leadership practice of public narrative through an online community of practice.

Additional Support

Harvard Graduate Student Fellowships: Bring Harvard graduate students, competitively selected for fellowships, to your city to work on a key project in the office of the mayor over the upcoming summer.

Harvard Executive Education Scholarships: Receive opportunities for additional senior leaders to take part in Harvard executive education programs; programs typically span five days and focus on various facets of building an innovative and high-performing organization.

Access the Latest Knowledge on City Leadership

Toolkits, Articles, and Frameworks: The Initiative offers a growing library of toolkits, articles, and frameworks to organize your thinking around leadership, management, governance, and innovation in cities.

Cases and Guides: The Initiative is always developing new teaching cases about cities and city leaders, which are accompanied by facilitator guides that you can use in your organization to structure conversations and apply lessons.

Visit <https://www.cityleadership.harvard.edu/resources/>

Questions? Contact Bulbul Kaul, Senior Program Director, via email at [REDACTED] or phone at [REDACTED].

Class of 2024 Track Offerings at a Glance

	Data Track	Innovation Track	Collaboration Track
Best suited for...	A city with some systems and capacity to analyze data, but limited experience in performance leadership and routinely using data to solve problems and track operational performance. The city should have a strong commitment to growing their data capacity.	A city that is open to trying something new to tackle a challenging problem, committed to innovation across city government , and committed to growing their innovation capacity.	A city that is interested in strengthening their collaborative problem-solving skills and wants to advance a specific problem (new or stuck) that requires the cooperation of multiple departments, jurisdictions, and/or sectors of the city to make progress.
By the end of the program you /your city team will ...	<ul style="list-style-type: none"> • Know how to use data to identify and understand a problem, and to set measurable goals and manage toward them. • Learn how to establish a performance management routine to monitor and evaluate progress towards goals. • Share a consistent language and approach to using data to inform critical policy and operations decisions and communicate them. • Develop greater awareness of what data to ask for, how to interpret it, and how to use it to reduce bias and guide progress toward a goal. • Enhance your understanding of how leadership affects the conditions for success. • Identify another problem facing your city to apply your data knowledge and routines and to build upon this new approach. 	<ul style="list-style-type: none"> • Develop insights to help you better understand the primary pain points for residents interacting with a service. • Have new ideas to address your selected problem that you are excited to build out and implement. • Complete at least two rounds of prototype tests of selected ideas. • Learn how to build broad buy-in for the implementation of ideas. • Gain awareness of the enablers of and the barriers to innovation within city hall and what to do about them. • Enhance your understanding of how leadership affects the conditions for success. • Identify another problem facing your city to which you will apply this process. 	<ul style="list-style-type: none"> • Learn how to define problems, break them into root causes, identify entry points, and search for actionable ideas. • Apply an equity lens to your problem and learn how to conduct an equity assessment. • Conduct four iterations where teams will test ideas, reflect upon learning, adapt, and act again. • Engage with diverse stakeholders and build buyin. • Enhance your understanding of how leadership affects the conditions for success. • Gain skills, key frameworks, and concepts that can be applied to various strategic collaborations your city pursues. • Develop a shared language and approach to mobilize high-impact collaborations.
Nature of support	<ul style="list-style-type: none"> • Virtual sessions with Harvard Faculty • Team coaching and workshops supported by the Bloomberg Center for Government Excellence (GovEx) 	<ul style="list-style-type: none"> • Virtual sessions with Harvard Faculty • Applied learning of public sector innovation curriculum, supported by a dedicated innovation coach 	<ul style="list-style-type: none"> • Virtual and in-person sessions with Harvard Faculty • Applied learning to designated problem and implementation support

	Data Track	Innovation Track	Collaboration Track
	<ul style="list-style-type: none"> • Mayoral coaching 	<ul style="list-style-type: none"> • Mayoral coaching • Cross-city network of support 	
Unique track offerings	<p>The city team will:</p> <ul style="list-style-type: none"> • Participate in regular, biweekly coaching to apply concepts from the virtual sessions to the selected problem and meet key milestones such as developing a data inventory and selecting key performance indicators that align with the theory of change • Create data routines to help address a specific problem or priority area and be able to apply these skills to a new priority area. <p>Mayors will:</p> <ul style="list-style-type: none"> • Participate in coaching with former mayors and data experts 	<p>The city team will:</p> <ul style="list-style-type: none"> • Participate in regular coaching workshops with experts to learn and apply core elements of design-based innovation to selected problem • Develop and test a portfolio of innovative ideas to make progress on city's selected problem <p>Mayors will:</p> <ul style="list-style-type: none"> • Participate in kick-off call, coaching with public sector innovation experts, and periodic briefings with their city team 	<p>The city team will:</p> <ul style="list-style-type: none"> • Attend and help organize in-city kick-off meetings (November-December 2023) • Attend 12 virtual sessions • Attend a weeklong, immersive program in NYC <p>Mayors will:</p> <ul style="list-style-type: none"> • Participate in onboarding call, in-city meetings and at least three update meetings with their city team
Required participants and anticipated time commitment	<p>Mayor – approx. 2-3 hours per month</p> <p>Core team of up to 6 city staff – approximately 3-4 hours per week plus at least a couple 1-day site visits, and</p> <p>Project Manager – additional 1-3 hrs/wk Senior Leader Team Lead – additional 1-2 hrs/wk Performance Lead - additional 2 hrs/month Senior Subject Matter Expert Data and Performance Staff</p>	<p>Mayor – approximately 2-3 hours per month</p> <p>Cross-departmental Core team of 6-12 staff – approximately 5-6 hours per week plus four 1.5-day site visits, and:</p> <p>Project Manager – additional 1-3 hrs/wk Innovation Lead – additional 1-3 hrs/wk Learning Lead – additional 2 hrs/month Equity & Community Engagement Lead – additional 2-3 hrs/month</p>	<p>Mayor - approximately 2 hours per month</p> <p>Team of 8 City leaders (Designated by the mayor - Minimum of 4 city staff including 1 Bloomberg Harvard Senior Leader)</p> <p>Team members – approximately 5-7 hours per week plus 1 week in New York City Senior Leader – additional 1 hour/wk</p>
Dates	October – Summer 2024 (9 months)	October – Summer 2024 (9 months)	October – Summer 2024 (9 months)

Data Track Overview

What is the Data Track? Are you eager to get a better handle on the root causes of your city's challenges, yet often make decisions based on gut feeling or anecdote rather than data? Are you setting big strategic goals and then challenged in using data to track progress and make adjustments? As a mayor, you need to know which data are essential and how best to use data to improve outcomes for your residents. Developing data-informed systems and practices and being able to determine *which* data you need and *how* to use it can enable you to more effectively and equitably allocate resources, analyze problems, inform decisions, and manage performance.

You will nominate a problem that is important to your agenda. Through leadership training from Harvard faculty, applied technical assistance from data experts at Johns Hopkins University's Center for Government Excellence (GovEx), and direct coaching from former mayors and data experts, you will:

- **Use data to set goals, monitor indicators, evaluate results and identify opportunities to improve performance.** You and your team will work with experts and apply learning to tackle your nominated problem. By the end of the program, your city team will know how to articulate and understand problems by using data and will have set short-term and long-term goals that are measurable and linked to progress on your nominated problem.
- **Establish a performance management routine to monitor and evaluate progress.** By the end of the program, your team will have held at least one performance management meeting. They will have established a routine for collecting and analyzing data to better define a problem and to conceptualize and iterate solutions.
- **Enhance your understanding of how to use data to make your city more effective, efficient, equitable, and accountable** and of how your leadership affects the conditions for success. By the end of the program, you will develop greater awareness of what data to ask for, how to interpret data to probe assumptions, and questions to ask to reduce bias and interrogate progress. You will learn how to diagnose resistance to change, change practices, and advance a culture of data-informed decision-making.
- **Communicate about the city's challenges and opportunities in ways that demonstrate use of data and evidence.** By the end of the program, your team will share a consistent language and approach to using data to inform critical policy and operations decisions.
- **Transfer the learning.** By the end of the program, your team will be able to apply learnings to solve another key problem facing your city. City teams commit to this next problem prior to the track's conclusion.

Which cities will benefit from the Data Track?

Your city will benefit from this support if you are:

- Dissatisfied with how often the city's leadership team gets back anecdotes or data that hasn't been analyzed or validated, and you want to ensure conversations and decisions are better rooted in data and evidence.
- Aiming to improve your city's ability to use the right data to set and monitor measurable targets to achieve its strategic initiatives and to communicate progress and challenges to residents.

- Eager to make meaningful progress on one of your most pressing challenges by articulating problems, aligning outcomes, measures, activities, and resources.
- Already investing in data infrastructure and governance with some policies or standards for data collection, sharing, and improving quality.
- Able to dedicate 1-2 analysts to collecting, cleaning, and analyzing data related to the mayoral challenge selected for the track

What support will you receive in the Data Track?

You and your team will receive support designed to improve your city's ability to address your nominated challenge, make actionable and data-informed decisions, and enhance your city's data infrastructure and performance management capabilities. Support includes:

- **Virtual classes:** Harvard faculty will introduce you to key concepts that will help you develop the conditions necessary to embrace using data more frequently in problem-solving. Faculty will lead you through highly interactive discussions on your role (as a mayor or senior leader) in modeling and effectively consuming data; how data bias impacts decisions; and how to build performance leadership into your city's DNA.
- **Team Coaching:** This tailored support will meet each city's unique needs and GovEx senior advisors will work with your team to use data and inquiry to better understand the problem, engage stakeholders, set goals, evaluate, and communicate progress, and cultivate a data-informed culture.
- **Workshops:** Cities will participate in hands-on workshops to activate each learning phase in the track and use tools that bring the concepts from the virtual classes to life.
- **Dedicated data coach:** Sustaining culture change requires strong leadership. A former mayor or leading subject matter expert in the field of data and evidence in cities, will provide one-on-one support to your mayor (or designated senior leader depending on your city's governance structure) on how to lead this work at scale by reinforcing the leadership lessons from the virtual classes.

Expectations and Commitments

- **Engagement from the mayor:** Your mayor is essential in empowering your city team and setting expectations for engaged participation including attending the kick-off call, key team engagements, virtual sessions led by Harvard faculty, and meeting with their data coach once every two months. Mayors should anticipate a commitment of 2-3 hours per month.
- **Engagement from the senior leader:** You will be the bridge between the mayor and the core team and ensure the team's activities align with the mayor's expectations and ambitions for how to address the nominated challenge area. You will keep the mayor informed about team-level progress and proactively address barriers to collaboration, data sharing, or team engagement.
- **Recruitment and engagement of core city team:** Your core team will include 5 or 6 city leaders including:
 - A **project manager** will be the primary contact for scheduling and organizing the team. The project manager will also gather and report back on ways that the city has advanced its data practices.

- A **senior leader** who will serve as the team lead and share key updates and ensure alignment with the mayor. Please note that we expect at least one of the Bloomberg Harvard Senior Leaders to participate.
 - A **performance lead** who will implement the processes needed to run a successful performance management meeting. This person holds the relationships with the key stakeholders required to attend the meeting and is well-positioned to support the mayor in running the meetings (and will follow up before and after each meeting). A senior leader is a likely performance lead, but others can be nominated for this role as well.
 - A senior **subject matter expert** who possesses in-depth knowledge of the operational aspects of the problem that you and your team nominate.
 - A **data or performance analyst** (at least one) who will provide data-analytic capacity.
- **Time commitment from team members:** Project teams should fully participate in routine calls, complete tasks agreed upon by the city team and drive the learning throughout their respective organizations and departments. Team members commit to 3-4 hours per week.

Innovation Track Overview

What is the Innovation Track? As a mayor, you are asked to design and deliver the points of interaction for residents seeking critical services from local government – whether it be accessing food stamps, applying for a business license, or navigating city recycling processes. This has never been more true than in the last few years, as you led your city during a complex pandemic and resident demands on local government services have only increased. You have been asked to balance providing immediate services while also reimagining and redefining your government and city, making them more effective, legitimate, and human. Through the innovation track, your city team will receive instruction and hands-on coaching from experts to help you develop innovative solutions to improve a specific service interaction between your city and the community and to help you develop quick wins that help you demonstrate how innovative ways of working can improve the ways government serves community. Throughout the Track, your team will also receive support to think about how to leverage what you're learning to build plans to scale innovative ways of working across your city hall to both other specific service interactions and more complex challenges facing your city.

You will learn creative problem-solving approaches that have been proven to help cities with their toughest internal and external challenges. We will help you learn and apply these new approaches by selecting a specific resident-facing service interaction to improve within your city. By working collaboratively within city hall, with external city stakeholders, and with residents to identify and test ideas that have lasting impact to reduce the pain points of an existing resident facing service, you will:

- **Cultivate a deep understanding of the selected problem** by engaging stakeholders and residents most impacted by the problem, building trust, and promoting collaborative relationships. By the end of the program, through in-depth design research, you will have developed a set of insights that help you better understand the primary pain points residents face when interacting with your selected problem.
- **Build a portfolio of ideas grounded in a richer understanding of the problem** by working with residents most impacted by the issue to brainstorm and co-design a portfolio of ideas that will generate lasting impact. By the end of the program, your city will have a portfolio of ideas to address your selected problem that you are excited to build out and implement.
- **Build prototypes of solutions and test them** with impacted residents to document actionable learnings that improve your ideas. By the end of the program, your city will have completed at least two rounds of prototype tests.
- **Build broad buy in for your ideas** and start identifying the support necessary to turn them into reality. By the end of the program, your city will have communicated a commitment to implement one or more of the ideas from your portfolio that will have a demonstrable impact for residents.
- **Carry forward this new way of working** and apply these new skills to another city problem. By the end of the program, your city's staff will have identified another problem facing your city to which you will apply this process.
- **Enhance your understanding** of how your leadership affects the conditions for success. By the end of the program, you will gain awareness of the enablers of and the barriers to innovation within city hall, tools to empower staff, questions to spur progress and promote agility, and how you might structure the organization for innovation.

Which cities will benefit from the Innovation Track?

Your city will benefit from this support if you are:

- **Willing to take a new approach to an existing service challenge.** If you have an existing service that city provides where you know there are pain points for residents and are open to trying something new to generate impact for your city, then you are an ideal match for this program.
- **Committed to building innovation into city hall.** If your city wants to grow innovation efforts more broadly across city government, then you are an ideal candidate for this work. While the program will focus on one problem, your city will work as a cross-matrixed project team throughout this track and team members and mayors will receive specific coaching on how to incubate and sustain innovation practices from the 'top down' and 'bottom up' across city hall.
- **Either currently have or plan to add dedicated staff for innovation.** Your city is well-suited for this work if you have made a commitment to growing your innovation capacity with dedicated innovation staff. For example, if your city just hired a Chief Innovation Officer (or equivalent) who is tasked with solving problems in the city or building an innovation team.

What support will you receive in the Innovation Track?

You receive comprehensive support from Bloomberg Philanthropies, Harvard University, Bloomberg Center for Public Innovation at Johns Hopkins University, and the implementation partner, the Centre for Public Impact, designed to help you develop new ideas to address your chosen problem while cultivating innovation skills among city staff.

- **World-class, tailored public sector innovation curriculum:** Expert designers deliver regular interactive webinars focused on breaking down the core elements of design-based innovation into specific skills. You also receive access to a content library with recordings of all instructional lessons for ongoing use.
- **Dedicated innovation coach:** Each city will have a designated innovation coach who will lead virtual coaching workshops where they help core teams apply design thinking and other innovative approaches to their problems through state-of-the-art innovation curriculum and project-based learning. The coach will conduct four in-person site visits at critical program moments, including a kick-off site visit in November 2023.
- **Virtual classes:** Harvard faculty will lead remote sessions on where and how to deploy approaches to innovation to try new things, address uncertainty, and manage risk, and how to overcome barriers to building innovation in your city and creating organizations that can learn.
- **Mayoral coaching:** Mayors participating in the Innovation track will receive a series of coaching sessions with innovation experts on scaling and championing innovation in your city.
- **Network of support:** Cities will have access to virtual cross-city collaboration platforms that foster a support network with other cities in the program. Together, you will share knowledge, lessons learned, and support with this wider network of cities that are also using innovation techniques.

Expectations and Commitments

- **Engagement from the mayor:** Empower and support the core city team (6-12 city hall staff) and set expectations for engaged participation among team members. Attend the kick-off call and periodic briefings to learn about program progress and innovation opportunities in your city. Attend virtual

sessions led by Harvard faculty. At a minimum, the mayor will need to spend 2-3 hours per month on the track engaged in related work.

- **Recruitment and engagement of core team: Recruit, set expectations with, and regularly** engage 6-12 of the city's top creative minds to participate in this work, across all levels of the organization. They will attend regularly scheduled coaching touchpoints to learn and apply the innovation curriculum. Core teams should have diverse representation, including senior leadership roles in the administration, those who work closely with residents, SMEs on the specific service you choose to tackle, and those who might be considered 'up and coming' talent in related departments. *We will help you identify the right size and mix of team members based on the service you choose to improve.*
- **Time commitment from team:** Project teams should be prepared to fully participate in calls with expert coaches and complete tasks agreed upon by the city team and their coach. Team members will also work to drive the learning throughout their teams and departments. Team members should be able to commit to an average of roughly 5-6 hours per week for the duration of the track.
- **Team roles:** Each city will be asked to appoint multiple team leads, including a project manager and innovation lead, who supports the team in building and scaling innovation capacity beyond the program. These team leads will be asked to commit an additional 1-3 hours per week to the program, but this may vary in intensity throughout the program.

Collaboration Track Overview

What is the Collaboration Track? Is your city facing a complex issue that requires the involvement, know-how, and heft of a cross-sector team to tackle? Do you need to build alignment for the initiative across the interests of your constituents, your internal government departments, and an ecosystem of nonprofit and for-profit organizations? Do you feel like the effort is somehow mired down under its own weight? Mayors are charged with solving many of the most pressing problems that our cities face. Often, these challenges have been festering for decades as rather narrow interventions have failed to make a difference - and all for good reason. These problems are hard to solve, and they require the working together of disparate groups with competing interests and unrelated priorities.

In this track, your city hall will strengthen its ability to harness the talents, resources, and energy of diverse stakeholders working across sectors, jurisdictions, and agencies to solve complex problems. You will apply collaboration skills to a priority issue or opportunity while also building the know-how to extend these skills to other priorities.

Through workshops, programming, and coaching, you will:

- **Apply the learning to a current collaboration.** A cross-boundary, multi-organizational team from your city will advance a mayoral priority. The team will make progress in establishing a shared definition of the problem and of success, engaging diverse stakeholders and building buy-in, applying an equity lens to the problem, establishing roles, and forming an agreed-upon plan of action to achieve goals. Through conducting four iterations, teams will test ideas, reflect upon learning, adapt, and act again. By the end of the program, your city will have made progress, whether in preparation or in acting, on the key issue that was nominated for the program.
- **Gain skills, key frameworks, and concepts** that can be applied to various strategic collaborations you pursue. The team will learn how to define problems, break them into root causes, identify entry points, and search for actionable ideas. By the end of the program, your team will have a concrete set of tools with which to enter their next cross-boundary initiative.
- **Develop a shared language and approach** to mobilize high-impact collaborations. By the end of the program, the team will have gained both a systems approach and the field experience to balance capacity, support, and purpose to make progress on an initiative. In addition, the team will have bonded and gained confidence in their ability to orchestrate a cross-sector team to create impact.
- **Enhance your understanding** of how your leadership affects the conditions for success. By the end of the program, you will gain awareness of the role you can play as an authorizer in enabling success and of other key enablers of and barriers to collaboration.
- **Transfer the learning to other future collaborations.** The city's senior leadership will seek to spread collaboration know-how to other collaborations in the city. By the end of the program, you will be prepared to apply collaboration strategies to other issues requiring cross-boundary collaboration.

Which cities will benefit from the Collaboration Track?

Your city will benefit if you:

- Are currently grappling with a high-priority issue or opportunity that you are working to solve through a collaboration, but you sense that the team is stuck or making progress slower than expected.
- Are working to make progress on issues or opportunities that require you to harness insights, expertise, and resources across sectors, jurisdictions, and government agencies.
- Find it challenging to get a diverse group to work together to make progress on an issue, particularly when that group includes organizations beyond your direct control.

What support will you receive in the Collaboration Track?

Cities receive comprehensive support designed to foster greater collaborative capacity while advancing a priority initiative. Support includes:

- **Applied learning:** A team of leaders from your city will work on a priority problem or opportunity via:
 - **Classes and working sessions:** A five-day convening in New York City will feature classes to build skills for collaboration and working sessions to make progress on the priority issue your city selects. *Participants and the focus issue of the track will be chosen in consultation with the Bloomberg Harvard City Leadership Initiative to ensure that participation in the track helps advance progress on the priority as well as transfer learnings to other city priorities.*
 - **Facilitated onsite sessions:** Working sessions with an extended team to take place in your city to help define the problem and inform the collaboration's next steps.
- **Virtual classes:** Harvard faculty and experts will lead 12 virtual sessions on problem exploration and iterative action with a team of eight city leaders on the selected issue to be addressed in the program.
- **Support:** Faculty and staff facilitators will work with each team as they advance the selected issue, work to become effective collaborators, identify and build support for effective solutions, and aim to transfer learning across multiple collaborations.

Expectations and Commitments

- **Recruitment of team by mayor:** Assist in recruiting a core team of 8 city leaders made up of a minimum of 4 city staff including one Bloomberg Harvard Senior Leader who would commit to being part of the collaboration team for the duration of the program.
- **Engagement from the mayor:** Empower and support the core team of eight city leaders and set expectations for engaged participation. Participate in onboarding session and regular update meetings with the core team. Attend a portion of both the in-city kick-off meeting and final meeting. Lend support and encouragement to the team as the critical authorizer. At a minimum, the mayor will commit 2-3 hours per month for the duration of the track.
- **Time commitment from the team:** The core team of eight should have the time, resources and authority needed to fully participate in the program. They will commit on average 4-6 hours per week for the duration of the track. This team will also travel to New York City for five days in Spring 2024. The team will be asked to share ongoing updates with the mayor.

Track Application Timeline and Assessment Criteria

Immediately following the senior leaders' program, you will receive a separate online application to apply to the three tracks.

Applications will be assessed on the following criteria:

- Excitement for and commitment to developing the capability
- Nominated problem and opportunity for impact
- Existing or planned dedicated capacity for the work
- Team commitment

Leadership Development and Coaching

Mayors will receive one-on-one support and coaching to strengthen their ability to engage others in making change and delivering results for the communities they serve.

360° Personal Leadership Assessment and Executive Coaching. All mayors will complete a 360° personal leadership assessment, consisting of a self-assessment and feedback from colleagues via a short questionnaire, which will be used to:

- Provide a vehicle for guided reflection and feedback
- Build greater self-awareness
- Uncover gaps between their self-assessment and assessments by others
- Support their personal leadership development
- Apply and personalize learning from the program

Upon completion of the assessment process, mayors will receive:

- A written report and confidential debrief with an HBS executive leadership coach
- A personal leadership development plan, informed by their discussion with the executive leadership coach, to identify meaningful personal leadership development goals and actions for achieving them
- Additional coaching sessions to support them in achieving their development goals

Public Narrative Coaching and Community. Mayors are invited to continue developing their public narrative through an online community of practice. Furthering the “self, us, now” framework, mayors will have the opportunity to:

- Participate in six virtual sessions, inclusive of small group practice, led by Professor Marshall Ganz and expert facilitators
- Receive individual coaching in separate sessions
- Develop the ability to tell a compelling story about themselves, their constituency, and the need for urgent action
- Learn to connect values and challenges that call individuals to a mission
- Develop a 4-minute public narrative that will incorporate a call to action focused on generating citizen engagement in their highest priorities

Next Steps and Questions? Mayors will receive an email outlining next steps from Senior Program Director, Bulbul Kaul. Please direct follow up questions to Bulbul via email at [REDACTED] or phone at 6 [REDACTED]

Bloomberg Harvard City Leadership Initiative Class of 2024

City	Mayor	Preferred Email	Preferred Contact Phone
Anaheim, CA	Ashleigh Aitken	[REDACTED]	[REDACTED]
Madinah, Saudi Arabia	Fahad Albuliheshi	[REDACTED]	[REDACTED]
Peoria, IL	Rita Ali	[REDACTED]	[REDACTED]
Los Angeles, CA	Karen Bass	[REDACTED]	[REDACTED]
Columbia, MO	Barbara Buffaloe	[REDACTED]	[REDACTED]
Moreno Valley, CA	Ulises Cabrera	[REDACTED]	[REDACTED]
Vacaville, CA	John Carli	[REDACTED]	[REDACTED]
Salinas, CA	Kimbley Craig	[REDACTED]	[REDACTED]
Tallahassee, FL	John Dailey	[REDACTED]	[REDACTED]
Calgary, Canada	Jyoti Gondek	[REDACTED]	[REDACTED]
Louisville, KY	Craig Greenberg	[REDACTED]	[REDACTED]
Amsterdam, Netherlands	Femke Halsema	[REDACTED]	[REDACTED]
Chandler, AZ	Kevin Hartke	[REDACTED]	[REDACTED]
Cape Town, South Africa	Geordin Hill-Lewis	[REDACTED]	[REDACTED]
Hamilton, Canada	Andrea Horwath	[REDACTED]	[REDACTED]
Salem, OR	Chris Hoy	[REDACTED]	[REDACTED]
Newport News, VA	Phillip Jones	[REDACTED]	[REDACTED]
Irvine, CA	Farrah Khan	[REDACTED]	[REDACTED]
Turin, Italy	Stefano Lo Russo	[REDACTED]	[REDACTED]

Port St. Lucie, FL	Shannon Martin	[REDACTED]	[REDACTED]
Richmond, CA	Eduardo Martinez	[REDACTED]	[REDACTED]
London, Canada	Josh Morgan	[REDACTED]	[REDACTED]
Lynn, MA	Jared Nicholson	[REDACTED]	[REDACTED]
Fortaleza, Brazil	Sarto Nogueira	[REDACTED]	[REDACTED]
uMngeni, South Africa	Chris Pappas	[REDACTED]	[REDACTED]
Bethlehem, PA	Willie Reynolds	[REDACTED]	[REDACTED]
Long Beach, CA	Rex Richardson	[REDACTED]	[REDACTED]
Arlington, TX	Jim Ross	[REDACTED]	[REDACTED]
Hayward, CA	Mark Salinas	[REDACTED]	[REDACTED]
Overland Park, KS	Curt Skoog	[REDACTED]	[REDACTED]
Providence, RI	Brett Smiley	[REDACTED]	[REDACTED]
Ottawa, Canada	Mark Sutcliffe	[REDACTED]	[REDACTED]
Iowa City, IA	Bruce Teague	[REDACTED]	+ [REDACTED]
Oakland, CA	Sheng Thao	[REDACTED]	[REDACTED]
Verona, Italy	Damiano Tommasi	[REDACTED]	[REDACTED]
Fort Lauderdale, FL	Dean Trantalis	[REDACTED]	[REDACTED]
Bern, Switzerland	Alec von Graffenried	[REDACTED]	[REDACTED]
Gainesville, FL	Harvey Ward	[REDACTED]	[REDACTED]
Wellington , New Zealand	Tory Whanau	[REDACTED]	[REDACTED]
Tracy, CA	Nancy Young	[REDACTED]	[REDACTED]

From: [Margo Ray](#)
To: [Aglia, Pia](#)
Subject: City in Leadership nominations
Date: Friday, 7 July 2023 1:22:00 pm

Hi Pia,

I'm reaching out to you on behalf of Mayor Tory Whanau, from Wellington New Zealand. As part of Tory's participation in the City in Leadership program she has nominated two leaders for the August leadership program. Could you please confirm you've received the nominations and also, when they will likely hear from Bloomberg for travel, logistics and programme itinerary?

Nomination 1 – Mrs Barbara McKerrow, Chief Executive

Nomination 2 – Ms Nadine Walker, Chief of Staff

Many thanks in advance, Margo

[Margo Ray](#)

Manager, Mayors Office

M [REDACTED] | E margo.ray@wcc.govt.nz | W Wellington.govt.nz |

The information contained in this email is privileged and confidential and intended for the addressee only. If you are not the intended recipient, you are asked to respect that confidentiality and not disclose, copy or make use of its contents.

If received in error you are asked to destroy this email and contact the sender immediately. Your assistance is appreciated.



From: [Mayor Tory Whanau](#)
To: [Mitch Carroll](#); [Tiumalu MG Sialava](#); [Margo Ray](#)
Subject: FW: Bloomberg Harvard City Leadership Initiative: Next Steps and Needed Actions
Date: Thursday, 15 June 2023 1:47:00 pm
Attachments: [Travel and Hotel Information.pdf](#)
[image001.png](#)

[Tory Whanau](#)

Mayor of Wellington | Wellington City Council

EA: Tiumalu Sialava'a [REDACTED]

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From: Bloomberg Harvard City Leadership Initiative <cityleadership_mayors@harvard.edu>
Sent: Thursday, 15 June 2023 1:33 pm
To: Mayor Tory Whanau <Tory.Whanau@wcc.govt.nz>
Cc: tiumalu.sialavaa@wcc.govt.nz
Subject: Bloomberg Harvard City Leadership Initiative: Next Steps and Needed Actions

Dear Mayor Whanau and Team,

We are excited about your city's participation in the *Bloomberg Harvard City Leadership Initiative*! We kick-off with a virtual session for Mayors on **Wednesday, June 28, 2023**, followed by in-person programming in New York City from **Sunday, July 16, 2023 at 9:00 a.m. through Wednesday, July 19, 2023 at 4:00 p.m. US Eastern Time**. Please find below important information in preparation for the Mayor's participation in New York City and beyond (deadlines **noted in red**).

- **Program Logistics Form:** To prepare for the Mayor's arrival in New York City, please take a few minutes to fill out our program logistics form; this provides us with important information such as the Mayor's dietary restrictions and key contacts. With the same login credentials used to access the Mayor's application, please login into our [REDACTED]. The 'Program Logistics' form may be accessed via the homepage tile or upper tab. If you need to reset your password, click the "Create or Reset Password" link on that page. Please submit the Program Logistics form by **Monday, June 26, 12:00 p.m. ET**.
- **Travel & Hotel Accommodations:** Please refer to the attached travel and hotel information document for instructions on how to book travel and hotel accommodations for the Mayor. Please be sure to book the Mayor's travel by **Monday, June 26, 12:00 p.m. ET**.
- **Online Kick-Off:** The program launches on **Wednesday, June 28, 2023 from 1:00 p.m. to 2:30 p.m. US Eastern Time**. Preparatory materials will be sent in advance of the session. Mayors will also receive a Zoom link in advance of the session from **Bloomberg Harvard City Leadership Initiative** [REDACTED] directly. Assistants will not be copied as Zoom does not provide us with this capability.
- **Onboarding Call:** Please use [REDACTED] to schedule a thirty-minute introductory call with the Mayor and a member of our program's leadership. The purpose of the call is to

help the Mayor prepare for the experience and what to expect, discuss objectives for the program, answer questions, as well as learn more about the Mayor's priorities with respect to personal leadership and advancing the city. This call also offers the opportunity to discuss Senior Leader nominations. It should be scheduled between mid June through early July.

- **Senior Leader Nominations:** The Program for Senior Leaders is scheduled to kickoff online on **Wednesday, July 26, 2023** followed by in-person programming in New York City from **Sunday, August 13 through Thursday, August 17, 2023**. In the program portal, using the same credentials used to fill out the Program Logistics, please navigate to the [REDACTED] tile or tab to provide information on the two Senior Leaders the Mayor has nominated for the program. As a reminder, Bloomberg Harvard will vet the final Senior Leader nominations to ensure fit with the Initiative's objectives. Once nominations are confirmed, we will follow up with the Senior Leaders with more information about their next steps. Please submit Senior Leader nominations by **Friday, July 7, 12:00 p.m. ET**.
- **Virtual Sessions:** In addition to the online launch and the in-person program in New York City, we will be having required virtual classes for mayors throughout the year. Each session will last between 90 and 120 minutes. The dates and times of these sessions will be shared with your office in the coming weeks. We will provide technical support at every stage.

If you have any questions or if we can be of additional assistance, please don't hesitate to contact us at cityleadership_mayors@harvard.edu.

Best,

The Bloomberg Harvard Team

Bloomberg Harvard City Leadership Initiative
Cambridge, MA 02138 USA | cityleadership.harvard.edu

TRAVEL AND HOTEL INFORMATION

Below you will find information about how to book the Mayor's travel and hotel accommodations for the Bloomberg Harvard City Leadership Initiative in New York City from Sunday, July 16, 2023 at 9:00 a.m. US ET through Wednesday, July 19, 2023 at 4:00 p.m. US ET.

BOOKING TRAVEL:

Please contact Makayla Grayson at cityleadership@canvasmeetings.com or by phone at [REDACTED] between the hours of 9:00 a.m. and 6:00 p.m. US ET. You may leave a voicemail so she can return your call. Please reference the Group Name "Bloomberg Harvard". All attendees must land by the evening of Saturday, July 15, and must depart no earlier than 7:00 p.m. US ET on Wednesday, July 19.

PLEASENOTE: Roundtrip travel to and from New York is fully funded. Please be sure to book through our team; individually purchased tickets cannot be reimbursed.

HOTEL ACCOMMODATIONS:

Hotel accommodations have already been arranged for the Mayor at the Loews Regency New York Hotel located on 540 Park Avenue, New York, NY 10065 (checking-in on Saturday, July 15 and checking-out on Wednesday, July 19).

PLEASENOTE: If the Mayor needs to stay at the hotel for any additional nights, please let the travel team at cityleadership@canvasmeetings.com know, and the booking will be confirmed. Participants are responsible for covering the cost of any other additional nights, except for Wednesday night.

TRANSPORTATION TO AND FROM THE AIRPORT IN NEW YORK CITY:

Ground transportation to the Loews Regency New York Hotel upon arrival in New York City and transportation back to the airport or train station at the conclusion of the program will be provided. The travel team will arrange car or shuttle service and send the confirmation in advance of the program.

ADDITIONAL INFORMATION:

All classes will be held at Bloomberg L.P., which is located at 731 Lexington Avenue, a 7-minute walk from the hotel. A shuttle will also be available to transport the mayors each morning to class and back if they prefer.

Please note that public officials, including any employee of a government entity, should consult applicable rules and regulations to ensure that their attendance (including the acceptance of related costs) complies with such rules and regulations.

For any questions or more information, don't hesitate to contact Pia Agliati at [REDACTED] or [REDACTED]

From: [Mayor Tory Whanau](#)
To: [Ryan Pierce](#); [Jim Robertson](#)
Cc: [Margalit, David L.](#)
Subject: RE: Invitation to Apply to the Bloomberg Harvard City Leadership Initiative
Date: Thursday, 30 March 2023 9:43:00 am
Attachments: [~WRD0523.jpg](#)
[image001.png](#)

Kia ora Ryan

I hope you are well!

I am very keen to apply! Apologies for the delay – I think previous emails have gone to my spam folder sorry.

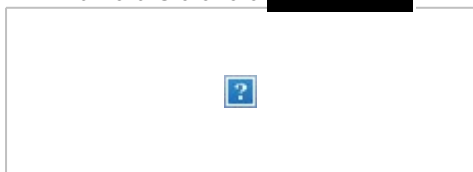
My Chief of Staff will be in touch to progress an application.

Nga mihi

[Tory Whanau](#)

Mayor of Wellington | Wellington City Council

EA: Tiumalu Sialava'a [REDACTED]



From: Ryan Pierce <ryanp@bloomberg.org>

Sent: Thursday, 30 March 2023 5:53 am

To: Mayor <Mayor@wcc.govt.nz>; Mayor Tory Whanau <Tory.Whanau@wcc.govt.nz>

Cc: Margalit, David L. [REDACTED]

Subject: RE: Invitation to Apply to the Bloomberg Harvard City Leadership Initiative

Hi Mayor – hope all's well! Wanted to see if you were able to consider our invitation to apply to join the **next class of the Bloomberg Harvard City Leadership Initiative**. Should we continue to hold a spot for your application?

This is a very exclusive opportunity we only offer to a select group of international mayors each year – **we'd hate for you to miss!** Accordingly, we've updated the application deadline to the end of this week and I'm ccing Dave Margalit, the program's executive director, to support. Dave would be happy to connect with you to discuss what joining the class would entail – both to help you prepare your application and in case you have any questions about the program.

Should we find time to connect and share more?

Thanks so much in advance, Mayor! Reach out if you have any questions at all.

-Ryan

Ryan Pierce

[Bloomberg Philanthropies](#)

25 East 78th Street
New York, NY 1007 |

[Bloomberg.org](#)

From: Ryan Pierce

Sent: Monday, March 20, 2023 2:43 PM

To: mayor@wcc.govt.nz; Tory.Whanau@wcc.govt.nz

Subject: RE: Invitation to Apply to the Bloomberg Harvard City Leadership Initiative

Hello, Mayor Whanau – I hope you've been well! It was wonderful to briefly connect in November.

Reaching out to make sure you **saw our invitation to apply to the Bloomberg Harvard City Leadership Initiative**. Given our work with Wellington in the Global Mayors Challenge – I think

you'd be an excellent fit in this program and I hope you'll apply before 3/27!

Through the Initiative, **a select group of mayors and senior city leaders participate in a special yearlong learning experience** where they gain new tools to address their cities' challenges and advance a culture of high performance and innovation within city hall. The Initiative has now welcomed six classes and 235 mayors. **Mayors report that the experience is genuinely transformative for themselves and their teams.**

The application is simple and straightforward. **We hope that you can find time to submit before the deadline on March 27, 2023.** The program's Executive Director, David Margalit

[REDACTED], can answer any questions you may have – and I'm attaching an overview and FAQ. **Should we keep an eye out for your application?**

I hope so – would be great to see you in our next class of mayors. Reach out if you have any questions at all or if we can help in any way.

-Ryan

Ryan Pierce
Bloomberg Philanthropies
25 East 78th Street
New York, NY 10075
[REDACTED]
Bloomberg.org

From: Michael R. Bloomberg and Lawrence S. Bacow <cityleadership_mayors@harvard.edu>

Sent: Tuesday, March 7, 2023 5:22 PM

To: mayor@wcc.govt.nz

Cc: [REDACTED] Jerry Bruno [REDACTED] >;
[REDACTED]

Subject: Invitation to Apply to the Bloomberg Harvard City Leadership Initiative



March 7, 2023

Dear Mayor Whanau,

We are writing to invite you to apply to the Bloomberg Harvard City Leadership Initiative. This flagship offering of the Bloomberg Center for Cities at Harvard University is a yearlong leadership development program for mayors and senior members of their teams. Now welcoming its seventh class, the Initiative aims to help city leaders approach challenges and advance a culture of high performance and innovation within their administrations.

The Bloomberg Harvard City Leadership Initiative provides a platform to connect mayors to a global network of peers and some of the University's top educators and experts. It also provides an opportunity to share best practices and learn from fellow mayors about the promising ideas that are already enhancing the quality of life in cities around the world.

Participating mayors will kick off the program in our online classroom in early summer and take part in an intensive four-day session in New York from the morning of Sunday, July 16, through Wednesday, July 19, 2023. Mayors will reconvene monthly via interactive virtual classes. Through classroom conversation, engaging management training, candid peer discussion, and a personal leadership assessment, the full-year

program aims to help mayors enhance and evolve their leadership, managerial, and problem-solving skills.

Mayors will be able to nominate two top-level administrators who are critical to running the government to participate in a dedicated program that includes a four-day intensive session from Sunday, August 13, through Thursday, August 17, 2023. As mayors focus on strengthening their own management capabilities throughout the year, this companion program will help senior staff advance key practices for successful civic leadership, including innovation, collaboration, and use of data and evidence.

We encourage you to apply to the Bloomberg Harvard City Leadership Initiative by March 27, 2023. You will receive a follow-up email with your personal link to access your city's application for this program. We have attached more information, but if you have questions or want additional details, please contact our team at cityleadership_mayors@harvard.edu or visit cityleadership.harvard.edu.

Thank you for your commitment to public service, and best of luck with your application.

Sincerely,

Michael R. Bloomberg
Founder, Bloomberg LP & Bloomberg Philanthropies

Lawrence S. Bacow
President, Harvard University


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This e-mail message is intended only for the named recipient(s) above. It may contain confidential information. If you are not the intended recipient you are hereby notified that any dissemination, distribution or copying of this e-mail and any attachment(s) is strictly prohibited. If you have received this e-mail in error, please immediately notify the sender by replying to this e-mail and delete the message and any attachment(s) from your system. If you have not received this email in error and would prefer not to receive these types of emails from us in the future, please forward the email you received along with a request to not receive emails of this type going forward to privacy@bloomberg.org. You may view our privacy policy at www.bloomberg.org/privacy. Thank you.

MAYOR TORY WHANAU NEW YORK 2023 ITINERARY

Saturday 15 July 2023			
2.30pm	Taxi pick up from home	Ref [REDACTED]	Pay with your taxi card
4.45pm	Flight – WLG – AKL	AirNZ 0444	Have your visa with your passport
7.40pm	Flight – AKL – JFK New York	AirNZ 0002	Bag check – you need to recheck your bags Visa. Have your visa with your passport
NY transfer – airport to Hotel	Pick up 7.55pm from gate 1		No charge; funded by Bloomberg
Accommodation	Loews Regency NY Hotel	540 Park Avenue, NY	
Sunday 16 July 2023			
8.30am ish	Shuttle will be available to take you to Bloomberg office <i>Or it's a 7min walk</i>		
9am – 7.30pm	Class all day	Bloomberg LP 731 Lexington Ave, NY	
7.45 pm ish	Shuttle will be available to take you back to the hotel <i>Or it's a 7min walk</i>		
Monday 17 July 2023			
7.40am ish	Shuttle will be available to take you to Bloomberg office <i>Or it's a 7min walk</i>		
8am – 7.30pm	Class all day	Bloomberg LP 731 Lexington Ave, NY	
7.45 pm ish	Shuttle will be available to take you back to the hotel <i>Or it's a 7min walk</i>		
Tuesday 18 July 2023			
7.40am ish	Shuttle will be available to take you to Bloomberg office <i>Or it's a 7min walk</i>		
8am – 7.30pm	Class all day	Bloomberg LP 731 Lexington Ave, NY	

MAYOR TORY WHANAU NEW YORK 2023 ITINERARY

7.45 pm ish	Shuttle will be available to take you back to the hotel <i>Or it's a 7min walk</i>		
Wednesday 19 July 2023 – last day of course			
7.40am ish	Shuttle will be available to take you to Bloomberg office <i>Or it's a 7min walk</i>		Tory to check with the programme organiser if the shuttle is available to take Tory back to hotel in the afternoon
8am – 3.45pm	Class all day	Bloomberg LP 731 Lexington Ave, NY	
Return to hotel	Shuttle / walk		
Thursday 20 July 2023			
2pm ish Hotel to airport transfer	Bloomberg will contact you with chauffeur details		Need to be at the airport 3 HOURS before your 5.30 flight
5.29pm	Flight – NY to Houston	UA 6140 Terminal B	Visa. Have your visa with your passport
9.55pm	Flight – Houston to AKL	AirNZ 0029	Bag check – you need to recheck your bags Visa. Have your visa with your passport
Saturday 22 July 2023			
5.30am	Arrive AKL		
7am	Flight – AKL – WLG		
8.30am ish	Taxi – pick up outside of airport		Pay with your taxi card
9am	Home sweet home! 		

From: [Bloomberg Harvard City Leadership Initiative](#)
To: [Barbara McKerrow](#)
Cc: [Julie Thompson](#)
Subject: RSVP & Materials for July 26 Bloomberg Harvard Virtual Launch
Date: Friday, 21 July 2023 2:52:22 am
Attachments: [Bloomberg Harvard Virtual Background Template.pptx](#)
[July 26 Materials.pdf](#)

Dear Barbara,

We look forward to seeing you on **Wednesday, July 26, 2023 from 1:00 - 2:30 p.m. US Eastern Time** for the Bloomberg Harvard Class of 2024 virtual launch with Faculty Co-Chairs Rawi Abdelal and Jorrit de Jong. In preparation for the session, we ask that you please complete the following:

- **RSVP.** Please confirm your attendance by completing [REDACTED]
- **Reading materials.** Please review the attachment containing session details, study questions, and required reading prior to the session.
- **Virtual background.** Please use the attached virtual background during the session. You can customize it with your name and city. For further instructions on virtual backgrounds, please click [REDACTED]
- **Link to log into the session.** You will receive a Zoom link for the session later this week, which will be sent from [REDACTED] directly to you. Your assistants will not be copied as Zoom does not provide us with this capability. Please plan to join up to 15 minutes in advance to ensure a successful connection before the session begins at 1:00 p.m. US Eastern Time.

We also wanted to send a few important reminders for the in person program in New York. If you haven't already, please complete the following tasks by **Friday, July 28:**

- **Register for the Logistics Portal at [REDACTED].** The email address you should use during registration is: barbara.mckerrow@wcc.govt.nz. Once you input your email, password instructions will be emailed to you so you can log in to the portal [REDACTED] going forward.
- **Submit Logistical Information.** Log in to [REDACTED] and submit logistical information, including dietary restrictions, emergency contacts, your photo, and a brief biography via the the Program Logistics tab.
- **Book Travel and Hotel Accommodations.** Refer to the Travel & Accommodations tab in the portal for instructions on how to book your prepaid travel and hotel through our booking partner.

We are very excited to see you on July 26! If you have any questions, please reach out to our team at cityleadership_mayors@harvard.edu.

Bloomberg Harvard City Leadership Initiative

Cambridge, MA 02138 USA | cityleadership.harvard.edu



- DATE:** Wednesday, July 26, 2023
- TIME:** 1:00 p.m. – 2:30 p.m. US Eastern Time
(please log in between 12:45 and 1:00 p.m.)
- CLASS:** Class of 2024 Launch
- FACULTY & SPEAKERS:** Rawi Abdelal, Bloomberg Harvard City Leadership Initiative & Harvard Business School (Faculty Co-Chair)
- Jorrit de Jong, Bloomberg Harvard City Leadership Initiative & Harvard Kennedy School (Faculty Co-Chair)
- Leigh O’Neill, Government Innovation, Bloomberg Philanthropies
- REQUIRED READING:** Case: *Nobody’s Core Business*
- DESCRIPTION:** Using the case “Nobody’s Core Business”, Professor Jorrit de Jong will facilitate a discussion about the tensions between working to achieve a prescribed mission and adapting missions and organizational capacities, to changing social, political, and practical realities.
- During this opening session, Professor Rawi Abdelal will also lead a discussion about what mayors of the class of 2024 can expect to experience in the year ahead.
- PREPARATION:** Please prepare for the session by reading the materials listed above (included) and consider the following questions:
- What is the mission of a public library?
 - How has the mission of the library changed over the past quarter century or so? What has driven these changes?
 - Did preventing substance abuse and/or administering Narcan fit into the library’s mission? If not, whose responsibility was it to do this work? If so, who would you have approached about the problem if you were Jenny?



Rawi Abdelal

Herbert F. Johnson Professor of International Management; Emma Bloomberg Co-Chair, Bloomberg Harvard City Leadership Initiative

Professor Abdelal's primary expertise is international political economy, and his research focuses on the politics of globalization and the political economy of Eurasia. Abdelal's first book, *National Purpose in the World Economy*, won the 2002 Shulman Prize as the outstanding book on the international relations of eastern Europe and the former Soviet Union. His second book, *Capital Rules*, explains the evolution of the social norms and legal rules of the international financial system. Abdelal has also edited or co-edited three books: *The Rules of Globalization*, a collection of Harvard Business School cases on international business; *Measuring Identity*; and *Constructing the International Economy*.

Abdelal is currently at work on two projects. One project, *The Fragile State of the World*, explores the inter-related challenges that undermined the first era of globalization, circa 1870-1914, and which threaten to destroy the current age of global capitalism. The second project, *The Profits of Power*, explores the geopolitics of energy in Europe and Eurasia.

In 1999 Abdelal earned a Ph.D. in Government from Cornell University, where he had received an M.A. in 1997. At Cornell Abdelal's dissertation won the Kahin Prize in International Relations and the Esman Prize. He was a President's Scholar at the Georgia Institute of Technology, where he received a B.S. with highest honors in Economics in 1993. Recent honors include Harvard Business School's Greenhill Award, Apgar Award for innovation in teaching, and Williams Award for excellence in teaching, as well as, on several occasions, the Student Association's Faculty Award for outstanding teaching.



Jorrit de Jong

Director, Bloomberg Center for Cities at Harvard University; Faculty Co-Chair, Bloomberg Harvard City Leadership Initiative; Emma Bloomberg Senior Lecturer in Public Policy and Management, Harvard Kennedy School

Dr. Jorrit de Jong is Director of the Bloomberg Center for Cities at Harvard University and Faculty Chair of the Bloomberg Harvard City Leadership Initiative, a joint program of Harvard Business School and Harvard Kennedy School, funded by and executed in collaboration with Bloomberg Philanthropies. It is the world's most comprehensive effort to advance effective problem-solving and innovation through executive education, research, curriculum development and field work.

Jorrit de Jong is Senior Lecturer in Public Policy and Management at Harvard Kennedy School (HKS) and Academic Director of the Innovations in Government Program at the School's Ash Center for Democratic Governance and Innovation. His research and teaching focus on the challenges of making the public sector more effective, efficient, equitable and responsive to social needs. He specializes in public sector innovation and cross-boundary collaboration.

Jorrit holds a PhD in Public Policy and Management (VU Amsterdam), a Master in Philosophy (Leiden) and a Master in Public Administration (Leiden). He has written extensively, including the books *The State of Access: Success and Failure of Democracies to Create Equal Opportunities* (Brookings 2008, co-edited); *Agents of Change: Strategy and Tactics for Social Innovation* (Brookings 2012, co-authored); and *Dealing with Dysfunction: Innovative Problem Solving in the Public Sector* (Brookings, 2016).



Leigh O'Neill

Government Innovation, Bloomberg Philanthropies

Leigh O'Neill serves on the Government Innovation team at Bloomberg Philanthropies where she oversees the leadership programs for global mayors at the Bloomberg Center for Cities at Harvard University. Prior to this role, she was Chief of Staff for the Government Innovation team.

Previously, Leigh was Managing Director for Policy and Legislative Affairs at the Truman National Security Project and Truman Center, where she led the development and implementation of national security policy initiatives and was the chief liaison to Congress and the Executive branch. Leigh also served in the Majority Office of the Senate Foreign Relations Committee, assisting the Professional Staffer for the Middle East. Leigh has worked on local, state, congressional, and Presidential campaigns, and was the Assistant to the State Director in the Boston office of Senator John Kerry.

She has worked as an Election Specialist with the National Democratic Institute (NDI) parliamentary election observation mission in Jordan and was a Short-Term Observer on The Carter Center election monitoring delegation to Lebanon in 2009 parliamentary elections.

Leigh was awarded a Fulbright fellowship to study the impact of free trade on sustainable economic development in Jordan, where she worked as a research assistant at the Jordan Institute of Diplomacy. She holds a B.A. in Classical Studies from Boston College, as well as an M.A. in American Foreign Policy and International Economics from the School of Advanced International Studies at Johns Hopkins University. Leigh is a proud native of Boston, Massachusetts.

Nobody's Core Business

Confronting Cross-Cutting Problems in the Public Sector

GAYLEN MOORE, MARK MOORE, AND JORRIT DE JONG

It was the second overdose in as many months in the central library. In her city, like many other American cities, the opioid crisis was killing two or three people each month, and sometimes more.¹ Watching police administer Narcan,ⁱ Jenny, the head librarian, tried to place the victim. He looked vaguely familiar. Had he been among the teens who used to pour into the library after school when she was head of youth services? Was he from the neighborhood? Jenny was the only library administrator who lived nearby, not far from the housing project where she'd grown up. As paramedics arrived and took over resuscitation efforts, she directed her staff to clear a path to the first-floor meeting room, where a meet-up for English language learners was about to begin.

Jenny reflected on how the library, and her job, had changed over the years. It all started with the influx of unaccompanied tweens and teens some fifteen years ago, when the local branch of the Boys & Girls Club had shut down. At the time, she had argued with the head librarian over the disruptive presence of the teens. Where her old boss had seen the teens as a problem, she had perceived an opportunity. Trying to accommodate a new group of clients, she had pushed hard to expand services and reconfigure spaces in the library. She had helped raise foundation money and recruited corporate sponsors to make the library comfortable for the older patrons and stimulating for young people. While she was still pursuing her master's degree, she was promoted to head of youth services, the first person to serve in this new role.

When her old boss retired, Jenny became head librarian. Under her leadership, the library continued to innovate. She had worked with the community—the teachers' union, the chamber of commerce, the PTA, AARP, and everything in between—to reinvent the library. With every new partnership and initiative, she felt the library became a greater asset to the city. It offered programming for toddlers and seniors, for immigrants and high school dropouts, and more. While some programs still focused on reading, many now helped patrons build basic life skills: preparing for job interviews, money management, information literacy, mindfulness, healthy living—even relationship skills. It would not be a stretch to add substance abuse prevention to the list.

But then again, there were so many things the community seemed to want from the library. People came to the desk looking for tax help, immigration attorneys, help loading e-books onto the devices their grandkids had given them for Christmas. Jenny knew that sometimes she simply had to say “no.”

ⁱ Narcan is a drug administered by nasal spray that counteracts the effects of opioid intoxication and overdose.

This fictional case is based on interviews with librarians and was inspired by *The Town Librarian in Creating Public Value: Strategic Management in Government*, (1995) by Mark Moore. The case was written for the Bloomberg Harvard City Leadership Initiative, a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies. It was developed solely as the basis for class discussion. It is not intended to serve as an endorsement, source of primary data, or illustration of effective or ineffective management. Copyright © 2018, 2019, 2020 President and Fellows of Harvard College. (Revised 7/2020.)



Last year had been an exceptionally cold winter, and the number of homeless people taking refuge in the building had soared. When a local furniture chain offered to donate couches for the reading room, she declined because she feared an occupation of snoring, unwashed bodies.

The library could not be everything to everybody. There was not enough money, and the staff often lacked the skills, time, or appetite for new tasks. The question of which client demands the library should satisfy and which community needs it should meet came up in one way or another at every board meeting. Whenever Jenny proposed new activities, the standard question would be: "How is this part of the core business of the library?" Her reply had always been the same: "Define 'core business.'" The problem, in Jenny's opinion, was that many of the issues that emerged in the community—and showed up in her library—were nobody's core business.

Some teens had wandered over from the youth space to watch as the Narcan took effect. "Yup," said one to his friend, "I told you he'd be right again. Just like my cousin." Library staff helped the paramedics lift the revived man to his feet and ushered him out the door. Jenny, still trying to recall how she knew his face, glanced over at the first aid station behind the circulation desk. Was it time to talk about getting a stock of Narcan for the library and training the staff to use it? She returned to her desk to resume planning her upcoming budget meeting.

Endnotes

¹ Salynn Boyles, "Overdose Death Rates Now Highest in Cities," *Medpage Today*, August 2, 2019, <https://www.medpagetoday.com/publichealthpolicy/publichealth/81383>.