

# Bloomberg Philanthropies

Annual Report 2019

"There may be no better investment that we can make in the future - and the promise of equal opportunity for all - than expanding access to higher education."

**Mike Bloomberg**



# Global Reach

Bloomberg Philanthropies invests in 510 cities and 129 countries around the world.

## ● Arts

Supporting artists and cultural organizations and improving audience experience to strengthen the creative landscape that is critical to social and economic vibrancy in cities.

## ● Education

Working to ensure that students have the skills they need to succeed in the 21st century and the opportunity to fulfill their potential.

## ● Environment

Addressing the most serious threats to global sustainability by bringing together a wide range of partners – including mayors, scientists, activists, and business leaders.



● **Government Innovation**

Helping city halls build the teams and develop the skills needed to creatively tackle their most urgent challenges.

● **Public Health**

Reducing preventable deaths from tobacco use, obesity, road traffic crashes, drowning, and other causes by spreading solutions that are proven to save lives.

● **Founder's Projects**

Investing in unique efforts led by Bloomberg Philanthropies.

● **Bloomberg Associates**

Providing world-class consulting and mentorship to mayors and their teams in order to improve residents' lives in cities across the globe.





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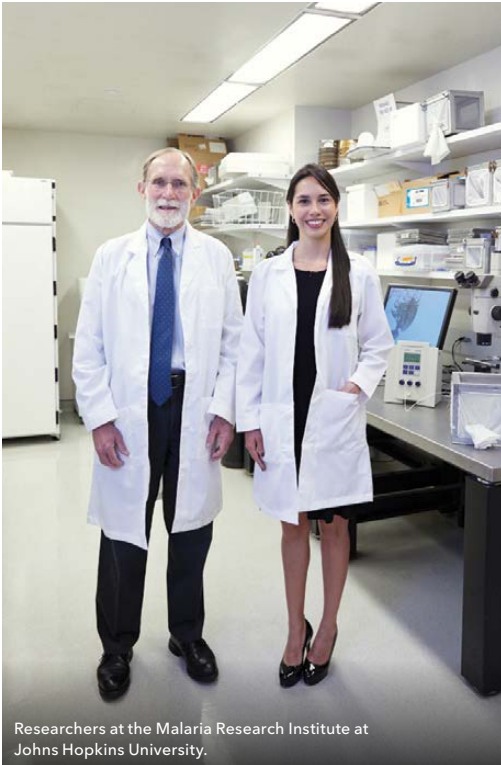
A view of the detailed lattice woodworking from inside the *Temple of Time*, a temporary public art installation created by artist David Best as part of Coral Springs, Florida's Public Art Challenge project. The temple was constructed by community members and opened one year after the shooting at Marjory Stoneman Douglas High School in neighboring Parkland, Florida.



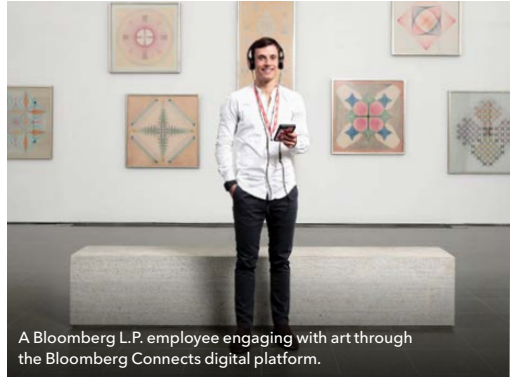
Child enjoying Queen Elizabeth Olympic Park in London, where Bloomberg Associates helped to guide the development of the park's culture and education district.



Bloomberg L.P. volunteers at a soup kitchen.



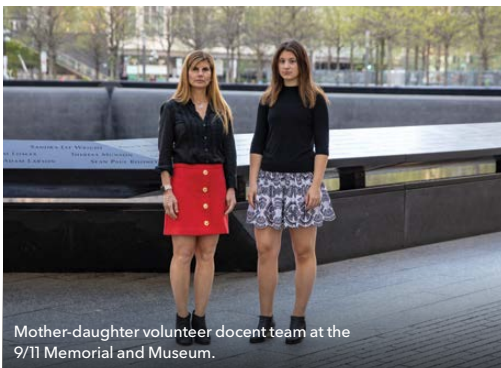
Researchers at the Malaria Research Institute at Johns Hopkins University.



A Bloomberg L.P. employee engaging with art through the Bloomberg Connects digital platform.



Children exploring the London Mithraeum at Bloomberg L.P.'s European headquarters.



Mother-daughter volunteer docent team at the 9/11 Memorial and Museum.



Student researcher in a Bloomberg Distinguished Professor's biology lab.

# About

Bloomberg Philanthropies works to ensure better, longer lives for the greatest number of people by focusing on five key areas: **the arts**, **education**, **the environment**, **government innovation**, and **public health**.

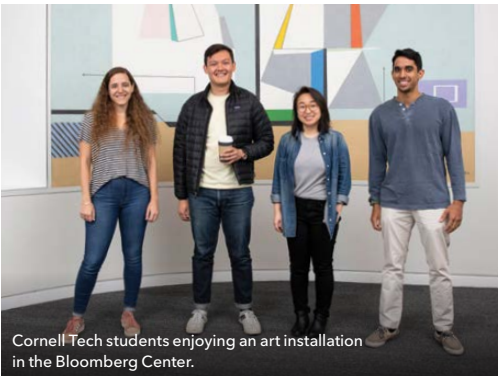
Encompassing all of Mike Bloomberg's giving, Bloomberg Philanthropies includes his foundation, corporate, and personal philanthropy as well as Bloomberg Associates, a pro bono consultancy that works with mayors in cities around the world.

Mike has committed the vast majority of the profits from Bloomberg L.P., the global financial technology, data, and media company that he founded in 1981, to support the work of Bloomberg Philanthropies.

Bloomberg Philanthropies works to improve the lives of millions of people in 510 cities and 129 countries. In 2018, Bloomberg Philanthropies invested \$767 million around the world. Over his lifetime, Mike has so far given more than \$8 billion to philanthropy.



Moms Demand Action and Students Demand Action for Gun Safety volunteers.



Cornell Tech students enjoying an art installation in the Bloomberg Center.



Visitors exploring the Serpentine Galleries in London.

# Approach

Bloomberg Philanthropies' unique approach is grounded in Mike Bloomberg's experience in business, government, and philanthropy. In every challenge that the Bloomberg team takes on, they apply his approach to make progress saving and improving lives around the world.



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## Look for unmet needs that can be addressed with proven solutions.

Some challenges are easy to overlook, but taking them on can make a real difference. Learn how leaders of small arts and cultural organizations are strengthening their management skills to ensure that their organizations thrive.



45

## Identify and engage strong partners.

Tackling important issues, like expanding career opportunities for those who do not attend college, requires collaboration. Learn how local, nonprofit partners make progress possible.





## Remain flexible to invest boldly and quickly in order to maximize impact.

New opportunities can arise without warning, and with issues like climate change there is no time to waste. Find out how Mike stepped in at a crucial moment to rally local leaders to tackle a global challenge.



## Rely on data and continually measure progress.

Data provides invaluable guidance and feedback on every initiative. That is especially true for public health issues when millions of lives are at stake. Read how accurate birth and death records help improve policy.



## Focus on cities to drive progress.

Local government can be the site of innovation and problem-solving that improve residents' lives. Read how one local government is taking on a major challenge.



## Lead from the front and do not hesitate to address controversial issues. Utilize advocacy and lobbying.

Philanthropy can make great progress, but true change requires governments to act. Find out how Mike's private advocacy is advancing the cause on issues like gun safety.

# Annual Letter on Philanthropy



"I always believe that tomorrow will be better than today. But I'm also a realist, and I know that believing and hoping won't make it so. Doing is what matters."

Will our country and our world be better or worse off two years from now?

I'm an optimist: I always believe that tomorrow will be better than today. But I'm also a realist, and I know that believing and hoping won't make it so. Doing is what matters.

One of our board members, Walter Isaacson, recently published a biography of Leonardo da Vinci. A half a millennium ago, da Vinci wrote: "I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do."

Da Vinci was an artist, engineer, mathematician, inventor, scientist, musician, architect, writer - a Renaissance man, sure. But a doer. My kind of guy.

We can't all have da Vinci's genius. But we can all learn from his drive and the emphasis he placed on action. That's a big reason why I first ran for mayor in 2001: I was tired of seeing paralysis where progress was possible, especially on public education. And, ultimately, it's a big reason why I decided *not* to spend the next one to two years campaigning to be president of

the United States – and, instead, to double down on the work that Bloomberg Philanthropies is already leading.

America and the world face enormous challenges. And it's safe to say that at least for the next two years, given the leadership vacuum in the White House and partisan gridlock in Congress, the federal government will make virtually no progress in meeting them.

We can't afford to lose two years. Every day, the window for avoiding the worst impacts of climate change grows smaller. More Americans lose loved ones to opioid overdoses and gun violence. More students miss out on a good education and the opportunity to go to college. And communities that were once home to thriving industries slip further behind in the changing economy. Proposing ideas for 2021 isn't good enough. We need to get things done in the here and now, and I'm lucky enough to be in a position to help do that.

Of course, philanthropy can't replace action by the federal government. But it can spur progress from the bottom up – from communities, cities, states, businesses, and nonprofit organizations. Leaders in all of those groups are taking action – and getting things done. Philanthropy can help them do more, faster. And that's exactly what we will do.

In the year ahead, as political candidates debate what to do in the future, we will work to improve the

present by expanding our efforts across all of our major areas of focus.

## **Climate and Environment**

It's been clear for a long time that we're in a race against time on climate change. But over the past year, it's become clearer just how far behind we've fallen. The most recent scientific evidence shows that the climate is changing even faster than previously expected, bringing more deadly and destructive storms, wildfires, and droughts. Millions of people around the world have seen that evidence with their own eyes and in their own lives.

Unless we act, we will be much worse off in two years than we are today – with dirtier air and water, more carbon emissions, and diminished chances of avoiding the worst impacts of climate change.

We can't accept that – and so we are ramping up the work we have been leading to end the single biggest global source of air pollution and carbon emissions: coal. Since 2011, working with the Sierra Club, we have helped communities in red and blue states stand up for their right to clean air and water. As a result, over that time, more than half of all U.S. coal-fired power plants have closed or committed to closing. Last year, U.S. coal production fell to a 40-year low – even though Washington is working against us, trying to prop up the coal industry with taxpayer bailouts and

eliminating rules that protect the public from toxic pollution.

When we began the Beyond Coal campaign, 13,000 Americans were dying from coal pollution each year. By 2017, that number had fallen to 3,000. That's good progress, but it's not enough. So this year, we set a new goal: to close every remaining coal-fired power plant by 2030. It is an ambitious goal, but we can reach it - and we won't stop there.

Recently, I announced a new campaign, called Beyond Carbon. Our aim is to end America's dependence on gas and oil as soon as possible and accelerate our transition to a 100 percent clean energy economy.

To do that, we'll employ and expand the same types of legal, advocacy, and electoral strategies that have proven so successful in the Beyond Coal campaign - supporting governors who are committed to 100 percent clean energy, helping activists demand that elected officials stop kicking the can down the road, and building a coordinated, nationwide grassroots army to get results and win elections. We will also continue to support mayors who are leading by example. Last year, we challenged the 100 most populous U.S. cities to propose bold plans for cutting carbon emissions and are working with the 25 winners to put those plans in motion.

With cities and states leading the way, we will be better off in two years than we are today - with cleaner air, cleaner power, more good green jobs, and lower carbon emissions.

## Gun Violence

Beyond Carbon will also apply lessons we have learned tackling another issue that Washington has ignored: gun violence.

The vast majority of Americans - including the majority of gun owners - favor common-sense rules that prevent guns from falling into dangerous hands. But Congress has not passed one major gun safety bill in a quarter century. Each year, around 36,000 Americans are killed or commit suicide with guns and another 100,000 are injured. Without more progress in states and cities, the next two years will bring more violence, more heartbreak, and more promising lives cut short.

Americans are proving that a different future is possible. Everytown for Gun Safety and Moms Demand Action have organized millions of volunteers to successfully push state legislatures to pass bills, governors to take executive action, and CEOs to set higher corporate responsibility standards. More than 20 states have passed laws strengthening background checks for gun sales. In last year's midterm elections, we supported candidates who promised to pass



Meeting with Moms Demand Action for Gun Safety volunteers in Pittsburgh, Pennsylvania, with Everytown President John Feinblatt.

common-sense gun safety measures – and voters elected more of them to office than ever before. At the same time, we are helping cities advance and defend local laws that prevent gun violence.

With Americans stepping up to lead, more cities and states will pass common-sense gun measures that protect people, and we will be better off in two years than we are today – with safer communities, fewer senseless tragedies, and fewer guns in dangerous hands.

## Opioids

Gun violence isn't the only deadly crisis that the federal government is failing to address. In 2017, more

than 47,000 Americans died from opioid overdoses. That's more than died in car crashes. We've heard a lot of talk from Washington, but the federal government has not provided adequate funding to address the epidemic or the breadth of services needed to help people who are addicted. Meanwhile, the epidemic continues to get worse. Without leadership from beyond Washington, we will be worse off in two years than we are today – with more people dying from overdoses, and more families and communities torn apart by addiction.

Fortunately, states are leading where Washington won't, and we are helping them. In two of the

states hit hardest - Pennsylvania and Michigan - we are bringing people together to attack the opioid epidemic with proven strategies that can have an immediate impact and save a lot of lives. That includes expanding access to medications that can reverse an overdose; expanding access to medically assisted treatment, including in jails and prisons; and fighting stigma and misunderstanding around buprenorphine and other drugs that are used for treatment.

The opioid epidemic touches Americans in every community and all walks of life. Addressing it

requires cooperation from across society and among everyone working on the front lines: doctors, educators, law enforcement, first responders, teachers, social workers, elected officials, survivors. Our approach empowers each of these groups to take bolder action and share their resources and expertise to help spur progress and save lives. We hope to create a blueprint that other states can learn from and put into action. If they do, we can begin turning the tide on this epidemic and provide a model for the next Congress and president to adopt.

In Providence, Rhode Island, with Rhode Island Governor Gina Raimondo to discuss progress on the state's opioid crisis.





Meeting with college presidents and leaders who are part of the American Talent Initiative.

## Education

I recently announced a \$1.8 billion gift to my alma mater, Johns Hopkins, for financial aid. It will ensure that admissions are permanently need-blind, so that the school never again has to consider an applicant's ability to pay before accepting them. But Hopkins, a private university, is just one school.

At many top U.S. colleges, more students come from the top 1 percent of the income scale than from the entire bottom 60 percent. Meanwhile, support for public colleges and universities is falling, even as the importance of a college education has grown. Since 2008, state funding for public two- and four-year colleges has declined by more than \$7 billion. That has made

going to college less affordable and less accessible to students from lower-income families.

The need for greater economic diversity on college campuses is a national challenge that philanthropy alone can't fix, but we can make a serious dent in it and start a wave of change that spreads to schools across the country.

Our foundation leads an effort, called the American Talent Initiative, that brings together 120 colleges and universities that are committed to enrolling and graduating more high-achieving students from low- and middle-income families. Since we began, an additional 7,300 low-income students have enrolled in those schools, compared with the two years before the program started. Through our CollegePoint

program, we have also helped more than 53,000 low- and middle-income students navigate the college application process, including financial aid, by connecting them to virtual counselors.

At the same time, too many students are robbed of the chance to go to college by failing public schools. We're working with a variety of partners to change that. We support efforts to help former educators get elected to school boards and other public offices. We're helping parents advocate for better schools that prepare kids for success. And we support government leaders who are working to challenge the status quo through policies that raise standards and improve accountability.

Not every young person will go to college, and there are many good jobs in growing industries that require more than a high school education but not a four-year college degree. In cities including Denver and New Orleans, we support programs connecting high school students with apprenticeships in growing industries. In Baltimore, we are working with local businesses to train students in new skills that employers need.

We need states and the federal government to provide more support to programs like these and reinvent career and technical

education. That is unlikely to happen over the next two years, and again, we can't afford to wait.

## **Supporting Local Leaders**

There are many more issues that the White House and Congress are failing to address, and where chances of progress over the next two years are slim, at best. That's why we brought the most recent round of the Mayors Challenge back to the United States, after competitions in Europe and Latin America and the Caribbean. We invited U.S. mayors to propose ideas for civic programs that, if successful, can be copied around the country. Winning cities are implementing bold new programs to fight inequality, improve air quality, remove barriers to employment for the formerly incarcerated, expand access to affordable housing, and much more. In each of these areas, we're supporting mayors' efforts to engage and empower citizens to participate in creating new policies.

The country cannot afford to sit back and watch problems grow worse over the next two years as we wait in hope for new and better leadership. To help fill the void, we will continue to expand our work with local leaders who are committed to bold experimentation - and to listening to and acting closely together with the public.



We'll do this through programs like the Bloomberg Harvard City Leadership executive training program, which strengthens mayors' ability to lead and manage their cities. Through our Public Art Challenge, we're supporting cities that are employing creativity to bring attention to important issues - and bring new vitality to their communities. And through Bloomberg Associates, we are helping mayors tackle complex problems by bringing people together, sharing best practices, and building public support for new initiatives.

Mayors understand what da Vinci called "the urgency of doing." Not every new idea will work. But there is no progress without innovation, and no innovation without experimentation. Cities have long been centers of new ideas - and supporting them is one of the most important things we can do to spur progress in the face of federal inaction.

It is no coincidence that da Vinci hailed from the most vibrant city of his time. Fifteenth-century Florence was the birthplace of the Renaissance. The city's embrace of trade, support for the arts, and respect for science and reason helped to fuel an unprecedented era of human knowledge and progress.

Today, cities can help usher in a new renaissance - led by citizens, inspired by our common goals, driven by data and science, and propelled by creativity and innovation. Trying to bring change to Washington in 2021 is important, but it's not enough. We must do - now.

Sincerely,

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Michael R. Bloomberg

# CEO Letter



“In all of our work, we look for strong partners, try innovative solutions, follow the data, and spread what is proven to work.”

As you read through this year’s annual report, you will find a wide range of stories from across the globe showing that progress is possible through strong collaboration, especially when philanthropy and government work together.

Let me start with just one example about Kigoma.

Kigoma is a region in western Tanzania, on the shore of one of the largest lakes in the world, just to the south of Burundi and Rwanda. The region is home to two million people, yet, despite its size, until a dozen years ago not a single obstetrician worked there. With access to maternal medical care scarce across the entire country, 11,000 women were dying during pregnancy and childbirth in Tanzania each year. Hospitals capable of handling complications were simply too far away and there were not enough doctors.

In response to this incredible unmet need, in 2007, we began working in partnership with the Tanzanian Ministry of Health, Kigoma’s local government, and local nonprofits to build on simple but powerful ideas that together we thought could make a real difference.



Mother with children in a health center's maternity ward in Kigoma, Tanzania, the region that has been the focus of Bloomberg Philanthropies' Maternal Health program.

For instance: We gave support to upgrade existing health facilities so that they had the equipment and infrastructure, like operating rooms, to provide needed care.

We helped train assistant medical officers to step in when doctors weren't available and perform emergency surgery like C-sections. This was only possible thanks to the leadership of the national government, which allowed non-doctors to perform certain medical procedures, the dedication of health care workers, and the expertise of Tanzanian doctors, nurses, and so many others.

We connected more people to contraceptive care to help prevent

unintended pregnancies (the best way to prevent maternal deaths and illnesses), because we followed the data and saw a major unmet need for family planning.

We made sure, through our nonprofit and government partners, to raise awareness of these new services in local communities.

And, most important, we listened when people talked about what they needed.

After a decade of work in Kigoma, the results speak for themselves. Almost 90,000 babies have been delivered at facilities that we've supported. Today, nearly three-quarters of women in the region give birth in a health

care facility with a skilled medical provider, up from less than half when we started. Hundreds of maternal and newborn deaths are being prevented every year.

These results were made possible by the work of so many incredible local leaders, assistant medical officers, doctors, nurses, community members, and other medical professionals. This past year our board met with Dr. Sunday Alfred Dominico, the clinical director of one of our local partners, to hear firsthand about the transformation that was possible through the power of our partnership. He began by saying, “In terms of reducing maternal mortality, Tanzania is walking, but Kigoma Region is running ahead.”

And Tanzania’s national government agreed. In 2018, it began working with local governments across the country to upgrade more than 300 health care facilities using the lessons of what worked in Kigoma as a model. In May 2019, it officially took over the program in Kigoma. As Mike says, “It’s philanthropy’s job to take risks - and government’s job to scale solutions.” And the partnership in Kigoma shows just how that can work to improve and save countless lives.

This program in Kigoma, and its takeover by the national government, is a powerful example of the Bloomberg Philanthropies approach. In all of our work, we look



for strong partners, try innovative solutions, follow the data, and spread what is proven to work.

The truth is that the challenges facing our world are simply too complex for any one organization to make progress alone, whether it’s tackling climate change, improving education, or strengthening public health. That’s why across all of Bloomberg Philanthropies’ programs around the world our partners include hundreds of mayors and other government leaders; colleges and universities (represented in part by the Johns Hopkins University Bloomberg Scholars featured on this year’s cover); nonprofit organizations

# Cities4Climate

## The Future is Us



Speaking with Paris Mayor Anne Hidalgo at a C40 Cities Climate Leadership Group event highlighting how cities can form partnerships and collaborate to combat climate change.

that build grassroots campaigns and lead advocacy efforts to change policies and practices; and businesses that offer expertise and resources.

In fact, one of our most important partnerships is with our colleagues at Bloomberg L.P. With the vast majority of the company's profits going to Bloomberg Philanthropies, their success makes all of our initiatives possible.

These partnerships lie at the heart of our work, and they are essential to the progress we've been able to make as an organization. Over the past year, our partnerships have expanded along with our goals.

It's been inspiring for the entire Bloomberg team to work with so many leaders who share our passion for finding solutions to some of the world's greatest challenges.

Thank you for taking the time to learn more about our work. We look forward to making an even greater impact in the year ahead.

Sincerely,

*Patricia Harris*

Patricia E. Harris  
Chief Executive Officer  
Bloomberg Philanthropies



An historic fireboat is transformed into a Bloomberg Philanthropies-supported work of art inspired by the vibrant camouflage patterns painted on ships crossing the Atlantic during World War I.

Tauba Auerbach, *Flow Separation*, 2018. Commissioned by Public Art Fund and 14-18 NOW and presented on Fireboat *John J. Harvey* in New York Harbor July 1, 2018–May 12, 2019. Courtesy Paula Cooper Gallery. Image by Nicholas Knight, courtesy Public Art Fund, NY.



# Arts

“Bloomberg’s commitment to the arts has helped not only strengthen our economy, but also to promote the key message that London is open to great art, creativity, and to everyone.”

Justine Simons  
Deputy Mayor for Culture and the Creative Industries  
London, United Kingdom

## Harnessing the Power of the Arts to Improve Communities

Bloomberg Philanthropies believes in the power of arts and culture to inspire creativity and spark collaboration. The Arts program supports artists and cultural organizations and improves audience experience to strengthen the creative landscape and quality of life in cities around the world.

Its efforts include facilitating collaborations between artists and local governments to address civic issues, capacity-building for small and mid-sized cultural institutions, and increasing visitor engagement through the use of digital technology.

“I have come to better understand the arts as a positive force for bringing communities together. Public art projects like this serve as an important reminder that there is always more to unite than divide us, particularly as we embark on our shared journey of resilience.”

Christine Hunschofsky  
Mayor  
Parkland, Florida

Two Public Art Challenges  
garnered more than  
**400** applications  
from cities



## Using Public Art to Address Local Problems

### Public Art Challenge

Artists can be powerful drivers of civic progress, drawing attention to critical issues and encouraging action on them. The first Public Art Challenge was launched in 2014 to bring mayors and artists together to collaborate on temporary public art projects that strengthen communities across America.





To mark one year since the shooting at Marjory Stoneman Douglas High School, students and community members gather around David Best's *Temple of Time* in collective reflection. The installation was created by Public Art Challenge winner Coral Springs, Florida.

Credit: City of Coral Springs

The Public Art Challenge invites mayors and artists to work together and submit proposals for innovative projects designed to address local challenges. In addition to offering new perspectives on important topics and engaging the community, the art installations created by the 2016-2017 winning cities drew more than 10 million visitors and generated \$13 million in economic activity.

In 2018, Bloomberg Philanthropies launched the second Public Art Challenge, receiving more than

200 applications from cities across the country. The five winners (Anchorage, Alaska; Camden, New Jersey; Coral Springs/Parkland, Florida; Jackson, Mississippi; and Tulsa, Oklahoma) will each receive up to \$1 million to fund their ideas. The temporary art installations they create will bring attention to issues such as climate change, neighborhood blight, gun violence and healing, and the 100th anniversary of the destruction of a thriving black community called Black Wall Street, and its resilience and recovery.

# Strengthening Small and Mid-Sized Cultural Institutions in the U.S.

## Arts Innovation and Management (AIM)

Small and mid-sized cultural institutions are critical for the arts to thrive. These organizations engage residents, strengthen neighborhoods, promote social cohesion, and contribute to a city's economy and identity.

Between 2015 and 2017, Bloomberg Philanthropies helped to strengthen 260 of these organizations in six U.S. cities by providing financial support as well as management training. In 2018, the program expanded to 232 organizations in seven new cities: Atlanta, Georgia; Austin, Texas; Baltimore, Maryland; Denver, Colorado; New Orleans, Louisiana; Pittsburgh, Pennsylvania; and Washington, D.C. The organizations selected in these cities receive two years of funding for operations as well as management training to enhance their strategic planning, board development, fundraising, and marketing strategies.

492 U.S. cultural organizations benefiting from management training



Moving in the Spirit, an AIM participant in Atlanta, Georgia, uses dance to help kids and teens overcome obstacles.

“The AIM program will undoubtedly inspire, develop and strengthen many cultural organizations across New Orleans... and give them the tools to reach new levels of success.”

LaToya Cantrell  
Mayor  
New Orleans, Louisiana

## Addressing Unmet Needs

Bloomberg Philanthropies tackles challenges that are either overlooked or underfunded, bringing its unique approach and perspective grounded in Mike Bloomberg's experience in the public and private sectors.

In the arts, that includes supporting a nationwide management training program, Arts Innovation and Management (AIM), that helps small and mid-sized organizations with long-term planning, marketing, fundraising, and board development.

BAYCAT, a nonprofit arts organization that participated in AIM, works in the San Francisco Bay Area to educate low-income youth, youth of color, and young women

who want to become storytellers and filmmakers.

In support of its mission, the AIM program has given BAYCAT's CEO and other nonprofit leaders management training and expertise to develop sustainable business models - filling an unmet need for hundreds of arts organizations across the country.

With the help of an AIM advisor, BAYCAT developed a strategic plan that better engaged the board in its work and created a new group of volunteers to offer additional support and raise new funding. After two years, BAYCAT graduated from the AIM program with a strong plan and excitement about the future.

**“What lives behind after this grant is really the confidence to know that we could do much bigger and better things.”**

Villy Wang  
CEO  
BAYCAT  
San Francisco, California

BAYCAT works to increase access to visual storytelling skills and jobs for young people from backgrounds underrepresented in the industry.



# Enhancing the Visitor Experience Through Technology

## Bloomberg Connects

Through Bloomberg Connects, Bloomberg Philanthropies helps cultural organizations improve the role that technology plays in enhancing the visitor experience through features like interactive touch screens, immersive installations, apps, and mobile websites. At the same time, these efforts also advance the missions of cultural institutions by promoting collaboration among senior leadership and curatorial, education, development, marketing, and operations departments.

Bloomberg Connects currently works with 15 major cultural institutions worldwide to increase visitor engagement using digital technology.

Throughout 2018, Bloomberg Philanthropies, in partnership with engineers at Bloomberg L.P., developed a new, easy-to-use digital platform for cultural institutions to provide deeper engagement with their exhibits. Several visual arts organizations have participated in testing phases, including the Frick Collection, the Guggenheim, and the Serpentine Galleries.



A visitor to the Serpentine Galleries in London uses the Bloomberg Connects platform to explore a new exhibit.

Credit: *Emma Kunz: Visionary Drawings, An exhibition conceived with artist Christodoulos Panayiotou, (23 March - 19 May 2019, Serpentine Galleries), © 2019 readsreads.info*

More than **12.6 million** users engaged through Bloomberg Connects in 2018



## Participating institutions include:

Academy Museum of Motion Pictures

American Museum of Natural History

The Art Institute of Chicago

Brooklyn Museum

Cooper Hewitt, Smithsonian  
Design Museum

The Jewish Museum

Lincoln Center for the Performing Arts

The Metropolitan Museum of Art

The Metropolitan Opera

The Museum of Modern Art

The New York Botanical Garden

San Francisco Museum of Modern Art

Serpentine Galleries

Solomon R. Guggenheim Museum

Tate Modern

## Advancing the Arts in London

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### *Ice Watch*

*Ice Watch*, a temporary public art installation created by artist Olafur Eliasson and geologist Minik Rosing and supported by Bloomberg Philanthropies, opened in two locations in London in December 2018. Eliasson and Rosing harvested blocks of ice from Greenland that had been melting

into the ocean. These blocks were arranged in two circles, one outside of Bloomberg L.P.'s European headquarters and one outside of Tate Modern, where viewers saw the effects of climate change firsthand as the ice melted away. This installation was similar to an artwork, also by Eliasson and Rosing, installed in Paris in 2015 during the Paris climate talks.



"I hope that *Ice Watch* arouses feelings of proximity, presence, and relevance, of narratives that you can identify with and that make us all engage. We must recognize that together we have the power to take individual actions and to push for systemic change."

Olafur Eliasson  
Artist





Artist Pablo Bronstein's 2018 work, *London in its Original Splendour*, envelopes Bloomberg SPACE in 3D wallpaper inspired by historic architectural styles.



## London Mithraeum Bloomberg SPACE

Bloomberg L.P.'s award-winning European headquarters in London is located on one of the U.K.'s most significant archaeological sites and includes an ancient temple dedicated to the Roman god Mithras. First discovered in 1954 and unveiled to the public with much fanfare, the temple was moved to a nearby location to make way for a post-war office building. As part of the development of the Bloomberg London office, the temple was rebuilt close to its original site.

While preparing the building site for construction, archaeologists unearthed more than 400 fragments of ancient Roman writing tablets. The collection is the largest and earliest of its kind in Britain and includes the first known reference to London, the city's first known financial document, and the earliest handwritten document in Britain.

As the steward of the ancient site and its artifacts, Bloomberg created a cultural space that offers the public a new way to experience this historic landmark: London Mithraeum Bloomberg SPACE.

Free and open to the public, it showcases the ancient temple, a selection of Roman artifacts found during the recent excavation, and a series of contemporary art commissions inspired by the archaeology of the site, including Isabel Nolan's *Another View from Nowhen* and Pablo Bronstein's

*London in its Original Splendour*. Since it opened in November 2017, more than 160,000 people have visited. In 2018, it was recognized as one of the World's 100 Greatest Places by *Time* magazine.

In addition, Bloomberg's European headquarters includes exciting new artworks inside and outside of the building, reflecting a belief that art fuels collaboration and innovation in the workplace - and building on a long-standing commitment to expanding access to the arts. The Bloomberg building also highlights the company's commitment to the future of the planet, having received the highest BREEAM sustainability rating for office design of any commercial building in the world. In 2018, the Norman Foster-designed building was awarded the Stirling Prize, the most prestigious architectural prize in the United Kingdom.

More than 160,000  
people have visited  
London Mithraeum  
Bloomberg SPACE  
since it opened in  
November 2017

Sign up to visit at:  
[londonmithraeum.com](http://londonmithraeum.com)

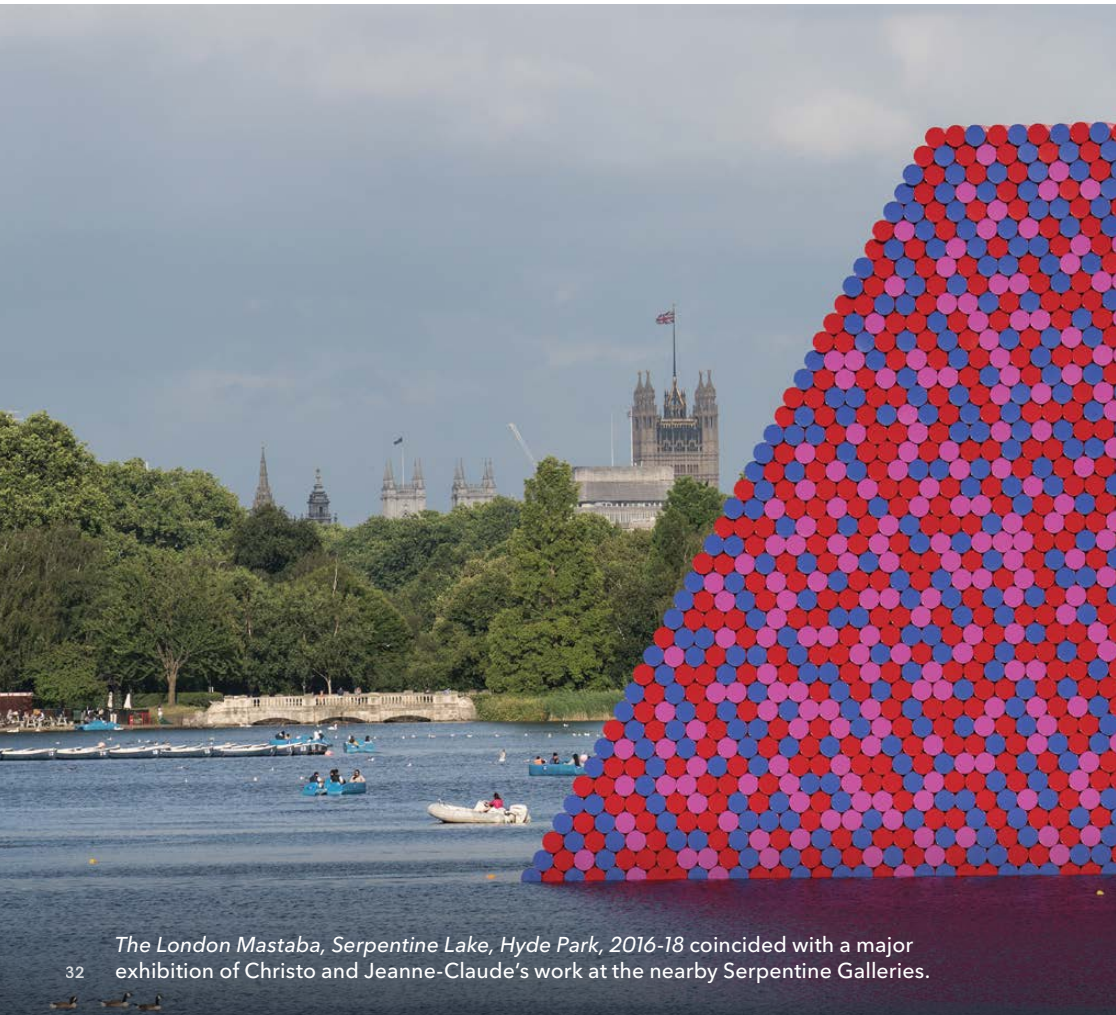
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## Serpentine Galleries

Since 2014, Mike Bloomberg has served as the chairman of the Serpentine Galleries in London. Located in historic Kensington Gardens, the Serpentine is consistently among the city's most popular cultural institutions, with more than a million visitors a year.

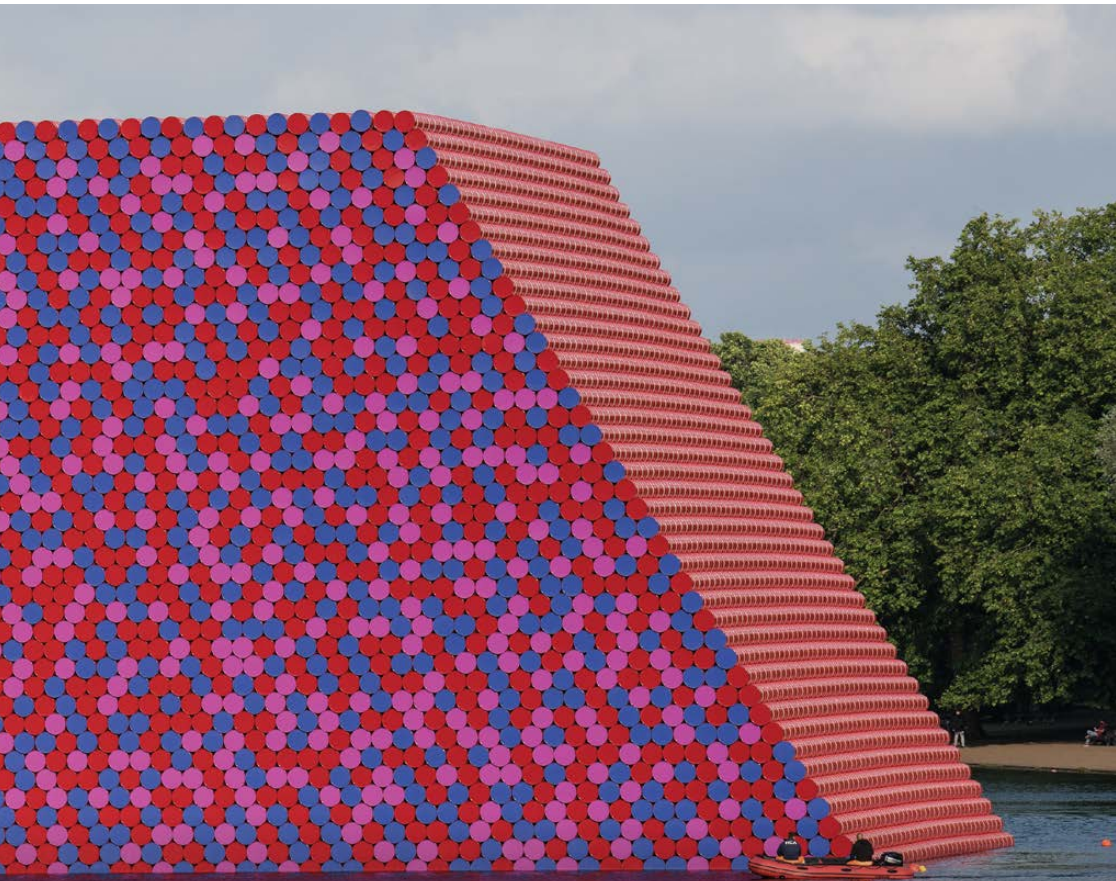
The Serpentine champions new ideas and hosts rotating exhibits that highlight the work of some of the world's most exciting contemporary artists, architects, and designers.

In 2018, the Serpentine Galleries presented a major exhibition of Christo and Jeanne-Claude,



known for their ambitious sculptural works that intervene in landscapes around the world and temporarily alter both the physical form and visual appearances of the location. Simultaneously, Christo presented *The London Mastaba, Serpentine Lake, Hyde Park, 2016-18*, a temporary floating sculpture made of barrels on the Serpentine Lake. The Serpentine Galleries are also well-known for commissioning an architect to build

a temporary, open-air pavilion every summer. Each pavilion serves as a short-term London landmark and marks the architect's first major commission in central London. Mexican architect Frida Escobedo designed the Serpentine Pavilion 2018, and Japanese architect Junya Ishigami has been commissioned to design the 2019 pavilion.



Christo and Jeanne-Claude  
*The London Mastaba, Serpentine Lake, Hyde Park, 2016-18*  
Photo: Adam T. Blackburn  
© 2018 Christo



# Education

“Education is the key to truly fulfilling the promise of America as a land of opportunity for all.”

Mike Bloomberg

## Supporting Student Success

The Education program works to ensure that students have the skills they need and the opportunities to succeed in the 21st century. By putting students' needs first and broadening

educational opportunities for youth, whether through a college degree or career and technical training, Bloomberg Philanthropies focuses on giving more students a chance to fulfill their potential.

CollegePoint advisors from colleges and universities across the country come together at Princeton University to develop their advising skills.





## **\$1.8 Billion for College Financial Aid and the Transformation of a University**

### **The Johns Hopkins University**

The year he graduated, Mike Bloomberg donated \$5 to Johns Hopkins University. Ever since, he has demonstrated a special commitment to his alma mater, serving as chair of the Board of Trustees and supporting efforts throughout the university, including major capital projects, endowed professorships, and undergraduate need-based scholarships.

In 2018, Mike Bloomberg announced a \$1.8 billion gift to Johns Hopkins (the largest donation to a collegiate institution in U.S. history) to go toward student financial aid, making the school need-blind. The gift will allow the school to admit undergraduate students without regard to their ability to pay, in perpetuity. Johns Hopkins will replace all federal need-based undergraduate student loans with scholarships and offer immediate



Shriver Hall rises at the end of Wyman Quad on Johns Hopkins University's main campus in Baltimore, Maryland.

"This historic gift reflects Mike Bloomberg's deep belief in the transformative power of higher education and his insistence that it be accessible to all qualified students, regardless of financial means. It also affirms Mike's profound devotion to this university for the role that it played in enriching his life."

Ronald J. Daniels  
President  
The Johns Hopkins University

loan relief to every enrolled undergraduate student whose financial aid package includes a federal need-based loan.

Such an unprecedented gift represents far more than Mike's gratitude to the school that provided him an opportunity. It reflects the important role that colleges and universities play in supporting equal opportunity throughout society, a role that is also supported through Bloomberg Philanthropies' broader

efforts to increase the number of lower-income students at top colleges. This new commitment to Johns Hopkins will ease the burden of debt for graduates and will make the campus more socioeconomically diverse. It reflects Mike's deep belief that private philanthropy, coupled with commitments by the federal government and state governments, can help more young people rise based on merit, no matter where they come from.

**Johns Hopkins University  
Bloomberg Scholar  
Student Profiles**

Mike's latest gift builds on his commitment to scholarship funding at the university through the Bloomberg Scholars Program and beyond. Established in 1999, nearly 1,300 top undergraduates have received highly competitive, need-based scholarships. In total, he has supported more than 4,000 undergraduate and graduate students at Johns Hopkins.

Mike Bloomberg hosts Johns Hopkins Bloomberg Scholars at the Bloomberg L.P. headquarters in New York City.

"I was the first in my family to go to college and had the highest financial need, but the Bloomberg Scholarship meant my impossible dream could become a reality. Now, my goal is to become a research professor and promote access to graduate education for disenfranchised groups - opening up other people's paths the way this scholarship did for me."

Lucas Shores  
Johns Hopkins Bloomberg Scholar '15  
Current Biomedical Engineering PhD Candidate  
Duke University







**Mohammad Modarres**  
**Johns Hopkins Bloomberg Scholar '11**

Founder, Abe's Meats  
TED Resident

"The Bloomberg Scholarship means the world to me. I came to Johns Hopkins ready to make the most of my college experience, and when I look back at my time there, I see someone being his best self."

After studying public health, Mohammad won a prestigious scholarship and earned his master's degree in Ireland, then moved to California to help launch start-ups. Eventually, seeking to stand up against religious intolerance, he began hosting interfaith dinners and started a business to prepare foods that meet Islamic and Jewish dietary laws. He has since become a resident at TED's incubator for breakthrough ideas.

"This great adventure could not have happened without the Bloomberg Scholarship supporting my time at Johns Hopkins."



**Damali Egyen-Davis**  
**Johns Hopkins Bloomberg Scholar '19**

Biomedical Engineering Major  
Entrepreneurship & Management Minor

"The Bloomberg Scholarship let me be free to try new things, take risks, and explore what I really want to pursue. It was instrumental in shaping my experience."

At Johns Hopkins, Damali dove into a wide range of studies across medicine and engineering. She joined Technology Ventures, a center that helps Hopkins researchers launch their inventions into the commercial world, and MedHacks, a competition that drives interdisciplinary teams to solve health care problems. She is passionate about using medical technology to improve lives and plans to help businesses grow their innovations and reach more people.

"The Bloomberg Scholarship gave me, and so many other students, access to an experience that only Hopkins could provide. I can't imagine going to any other school."

## Expanding Opportunity at Top U.S. Colleges

### The American Talent Initiative

The American Talent Initiative is a coalition of top colleges and universities with strong graduation rates that seek to recruit, enroll, and graduate 50,000 additional talented, lower-income students by 2025. This effort is a Bloomberg Philanthropies-supported collaboration between the Aspen Institute and Ithaka S+R.

To date, 120 colleges and universities, including state flagship universities, small liberal arts colleges, and the entire Ivy League, have joined the American Talent Initiative. In just two years, member schools have collectively enrolled nearly 7,300 additional lower-income students. The initiative empowers schools to work together and share effective strategies for expanding college access and opportunity to even more talented students across the country.

Nearly **7,300** additional lower-income students enrolled in top colleges

## School Spotlights:

### Spelman College

Forty-eight percent of Spelman students receive Pell Grants, the highest among private American Talent Initiative members. Spelman plans to increase scholarship support for lower-income students by 25 percent over the next five years.

### Princeton University

Princeton has enrolled nearly 500 additional Pell students since 2012-13, increasing the share of Princeton students who receive Pell Grants from 12 percent to 21 percent.

### University of Michigan

The university has decreased the average net price for students from families with incomes below \$48,000 by 42 percent. The university also now provides free tuition and fees to in-state students from families with annual incomes of \$65,000 or below.





## Connecting High-Achieving Students to College

### CollegePoint

While the American Talent Initiative helps to increase the number of top schools recruiting, enrolling, and graduating high-achieving, lower-income students, CollegePoint works to increase the number of students from these backgrounds applying.

When CollegePoint started in 2014, more than 50 percent of

high-achieving students from lower-income families did not apply to selective colleges or universities. The reason: Students often lack access to the right information and guidance to help them complete the complex application process.

CollegePoint, with the expertise of partners like the College Board and ACT, seeks to broaden opportunity by increasing the number of high-achieving, lower-income students who apply



CollegePoint advisors gather at Tulane University to learn how to better guide prospective students through the financial aid application process and the transition to college.

to and enroll in the top 290 selective U.S. colleges and universities. The program provides students with free college advice through phone calls, text messages, and emails, including admissions guidance and help navigating applications for financial aid. CollegePoint has especially benefited first-generation students who sign up for the program in their junior year.

More than **53,000**  
students advised by  
CollegePoint since 2014

# Building 21st-Century Skills

## Career and Technical Education

Bloomberg Philanthropies invests in efforts across the country to improve skills- and jobs-based training in high schools. By participating in innovative apprenticeship programs and industry-specific skills training in high school, students are gaining greater access to middle- and high-skilled 21st-century jobs.

Central to this approach are partnerships among local industries, schools, and post-secondary institutions, which create opportunities for students to develop skills that will lead to careers with many opportunities. These promising models are backed by strong local leadership

and support from a variety of industries, leading the way for other cities to adopt proven strategies.

For example, through locally led programs in Denver and New Orleans, hundreds of students have completed internships or apprenticeships in fields such as insurance, information technology, and advanced manufacturing. Building on those efforts, new programs in Baltimore and Delaware have begun working with local employers to train high school students and assist recent graduates in gaining skills and credentials for jobs, including in computer coding and medical office and research work.

# Supporting Student Success

## K-12 Education Reform

Mike Bloomberg supports education reform throughout the United States. He personally backs pro-reform public officials who work to enact meaningful policy changes that will ensure accountability and high standards in schools. This work is grounded in the belief that the solutions required to improve education need broad coalitions that put students' interests first.

To measure progress, this work focuses on increasing high school graduation and college enrollment rates as well as improving academic achievement. The work has been focused in states like Tennessee and Louisiana, cities like Washington, D.C., and Indianapolis, Indiana, and other communities across the country.

## Identify and Engage Strong Partners

The challenges facing the U.S. and the world are increasingly complex, and no organization can tackle them alone. Bloomberg Philanthropies convenes and engages strong partners from across fields and industries who can break down complicated issues, innovate, and share solutions that work.

The Career and Technical Education program collaborates with key partners like CareerWise Colorado in Denver and YouthForce NOLA in New Orleans, Louisiana, to connect local students with exciting opportunities in the job market. Alongside local businesses, schools, colleges, and other nonprofit educational partners, the program gives students the skills and the experience to launch their careers in growing fields that need their talent.

### CareerWise Colorado

In Denver, students participate in an apprenticeship program, graduating with a high school diploma, associate's degree or significant credits toward a degree debt-free, and two years of paid work experience in career fields such as IT, financial services, and business operations. Already, 220 apprentices have worked with 78 employers.

Colin Dean, an IT apprentice at tech company HomeAdvisor in Colorado.

### Youthforce NOLA

New Orleans charter school students gain industry-specific credentials and serve in internships. Eight hundred and twenty-five seniors have earned credentials and 540 students have completed internships – all in high-wage, high-demand fields, including software development, emergency medical services, and engineering.

Caleb Ridgely, a high school senior in New Orleans, practicing welding during a visit to the Sheet Metal Workers Local 214 Union training center.









# Environment

“Mike Bloomberg’s action – mobilizing states, cities and businesses in the United States and around the world – has made an enormous difference, and makes us believe that we can rise to the challenge of climate change.”

António Guterres  
Secretary-General  
United Nations

## Taking Action to Protect the Planet

The Environment program brings together a wide range of partners, including mayors, scientists, activists, and business leaders. By fighting to replace coal with clean energy, helping cities around the world to reduce pollution, encouraging policies and practices to

protect the planet’s oceans, and making financial markets more transparent about climate-related risks and opportunities, Bloomberg Philanthropies is working to create a healthier, cleaner, and safer environment.

Bloomberg Philanthropies’ ocean conservation efforts help protect marine life in coral reefs like this one off the coast of Indonesia.



Mike Bloomberg visiting Des Moines Area Community College's wind energy program in Iowa.

## Ensuring Continued U.S. Climate Leadership

### America's Pledge

After the White House declared its intention to withdraw the U.S. from the Paris Agreement on climate change in 2017, Mike Bloomberg and former California Governor Jerry Brown launched America's Pledge, a coalition that now includes 24 states, 349 universities, 540 cities, and 2,100 businesses committed to achieving the goals of the Paris Agreement.

In 2018, Bloomberg Philanthropies co-hosted the Global Climate Action Summit in San Francisco, which showcased the continued commitment of U.S. cities, states, and businesses to combating climate change. The 2018 America's Pledge report, released at the summit, demonstrated how local leaders and organizations can bring the U.S. close to its 2025 emissions reduction target and identified opportunities for even greater emissions reductions.

In addition to reporting U.S. progress to the world through America's Pledge, Bloomberg Philanthropies has stepped up over the past two years to cover the \$10 million funding gap at the



Kim Jordan, CEO and Co-Founder of New Belgium Brewing Company, and Bill Ritter, former Governor of Colorado and current Director of the Center for the New Energy Economy at Colorado State University, attend a Colorado conference in support of America's Pledge.

United Nations, created when the Trump Administration revoked much of its financial support for the climate agreement. And, in 2018, in partnership with the UN, World Bank Group, and French President Emmanuel Macron, Bloomberg Philanthropies convened political and business leaders at the One Planet Summit in New York to discuss ongoing public-private partnerships to tackle climate change.

24 states,  
349 universities,  
540 cities, and  
2,100 businesses  
committed to achieving  
the goals of the  
Paris Agreement



Mike Bloomberg visiting an energy utility with floating solar panels on a pond in Orlando, Florida, a winning city in the American Cities Climate Challenge.

## Helping U.S. Cities Reduce Building and Transportation Emissions

### American Cities Climate Challenge

In 2018, 25 major U.S. cities were accepted into a two-year program to tackle climate change and promote sustainability. Launched to drive more ambitious climate action, the challenge was met with an outpouring of interest. The program focuses on reducing emissions from transportation and buildings and gives winners access to powerful resources and cutting-edge support, including embedded city staff, technical assistance, and support for implementation. Cities will also have the chance to share strategies and best practices to scale their solutions and make even greater progress. Winning cities are passing and implementing a range of policies and programs to combat

climate change, including crafting energy efficiency mandates for buildings, enforcing existing building codes, electrifying city vehicles and buses, and expanding public transit networks.

Climate Challenge actions are projected to reduce emissions by 40 million metric tons – equivalent to taking 8.5 million cars off the road

# Be Flexible

Mike has always valued flexibility in business and government to respond to new challenges and opportunities as they arise. Bloomberg Philanthropies follows the same approach.

In 2018, after the Trump Administration reneged on the U.S. funding commitment to the United Nations' governing body on climate change, Mike stepped in to make up the difference. His pledge, now \$10 million through 2018 and 2019, builds on Bloomberg Philanthropies' existing efforts to rally states, cities, businesses, and universities through the America's Pledge coalition, reaffirming Americans' commitment to the goals set under the Paris Agreement.

To help ensure continued U.S. progress on climate change,

Bloomberg Philanthropies created the American Cities Climate Challenge on June 1st, 2018, exactly one year after President Trump announced his intention to withdraw the country from the Paris Agreement. The initiative works with major U.S. cities to develop more ambitious climate action plans and cut their carbon emissions from buildings and transportation.

With support through the initiative, cities from Philadelphia (which is building new solar capacity) to San Diego (which has revised parking regulations to encourage public transit use) are leading the U.S. forward in the fight against climate change, even without help from the federal government.

**“The American people are not waiting on Washington to take action because the benefits are clear.”**

Joint Op-Ed  
Mike Bloomberg &  
Former Governor Jerry Brown  
*Los Angeles Times*  
September 12th, 2018

Mayor Vi Lyles of Charlotte, North Carolina, and Mike Bloomberg announcing that the city was selected as one of the 25 American Cities Climate Challenge winners.





# Reframing the Debate on Climate Change

## Paris to Pittsburgh

Following the success of its 2017 release of the film *From the Ashes*, Bloomberg Philanthropies produced its second feature-length documentary on climate change.

Inspired by a tweet from Pittsburgh Mayor William Peduto after President Trump pulled out of the Paris Agreement, *Paris to Pittsburgh* tells the stories of individuals, communities, businesses, and local governments taking action to combat climate change, even without support from the federal government. Produced in partnership with RadicalMedia, *Paris to Pittsburgh* was released internationally by the National Geographic Channel. It has also been shown at hundreds of screenings around the world, with many hosted by local community groups.

*Paris to Pittsburgh* has aired in 172 countries and in 43 languages

Scene from the documentary, visiting a solar farm at Farmers Electric Cooperative in Kalona, Iowa.



Top: Panelists at an advance screening of *Paris to Pittsburgh* in Orlando, Florida.

Bottom: A community college student in Iowa studying wind energy, who is featured in *Paris to Pittsburgh*, looks out from the top of a turbine with her father.

Find out where to watch the film at:

[ParistoPittsburgh.com](http://ParistoPittsburgh.com)

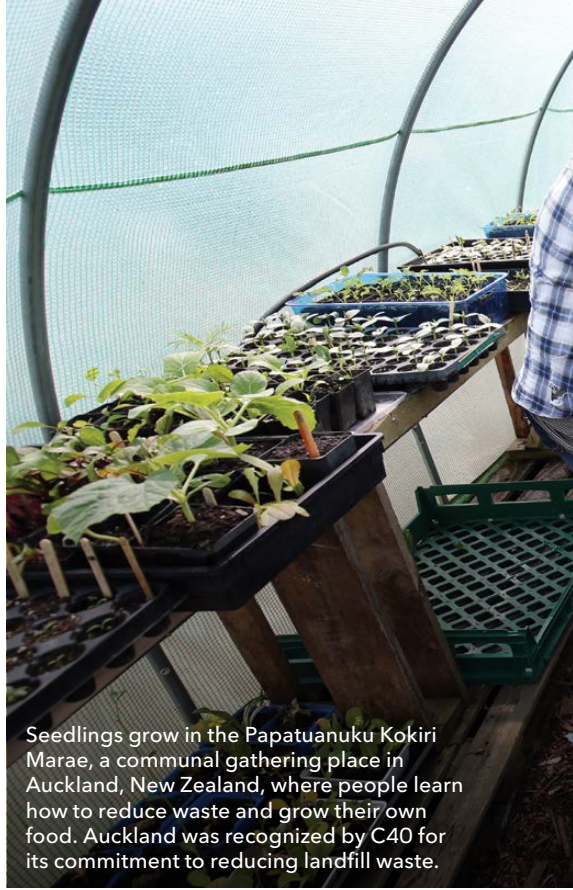
## Cities and Businesses Leading the Way to a Sustainable Future

### C40 Cities Climate Leadership Group

Around the world, cities are leading the fight against climate change, and Mike Bloomberg's leadership of a number of key efforts is helping to ensure continued progress. He serves as board president of the C40 Cities Climate Leadership Group, a global network of major cities whose mayors have committed to reducing greenhouse gas emissions and improving their cities' resilience in the face of a changing climate. In 2018, 19 C40 cities (representing 130 million residents) pledged to significantly curb their emissions by adopting net-zero carbon standards for new buildings by 2030 and all buildings by 2050.

### Global Covenant of Mayors for Climate & Energy

The Global Covenant of Mayors for Climate & Energy, a network of cities and local governments that Mike Bloomberg co-chairs, continues to fight climate change, in part by harnessing the emissions reporting commitments made by more than 9,200 cities. Representing more than 800 million people, Global Covenant cities share best practices



Seedlings grow in the Papatuanuku Kokiri Marae, a communal gathering place in Auckland, New Zealand, where people learn how to reduce waste and grow their own food. Auckland was recognized by C40 for its commitment to reducing landfill waste.

on how to use data and financing to fight climate change.

In 2018, Bloomberg Philanthropies and the Global Covenant partnered with Google to provide cities with access to new online climate data and analytical tools to track progress toward climate targets.

### Sustainability Accounting Standards Board & Task Force on Climate- related Financial Disclosures

As the effects of climate change become clearer, the demand for better data on the financial risks of climate change continues to grow.





Credit: AFPC40

Two Bloomberg Philanthropies-supported initiatives, the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD), are working to establish consistent standards to help businesses identify, measure, and disclose the climate risks they face. In 2018, SASB released its sustainability standards for 79 different industries. The recommendations of the TCFD, which Mike Bloomberg chairs, have been endorsed by more than 500 public- and private-sector organizations.

Nearly **\$100 trillion** in total assets under management from investors who have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures

# Moving Toward a Clean Energy Future in the U.S. and Around the World

## Beyond Coal

The Beyond Coal campaign helps communities transition from coal to clean, affordable energy that reduces air pollution, improves public health, combats climate change, and drives economic growth.

Since 2011, Beyond Coal, a Bloomberg Philanthropies-backed campaign led by the Sierra Club, has helped close more than 289 out of 530 coal-fired power plants in the U.S., helping to reduce premature deaths due to coal pollution from 13,000 per year to 3,000. As part of this effort, Bloomberg Philanthropies has supported groups around the country advocating for clean energy state by state.

In 2018, coalitions supported by Bloomberg Philanthropies succeeded in passing a 50 percent

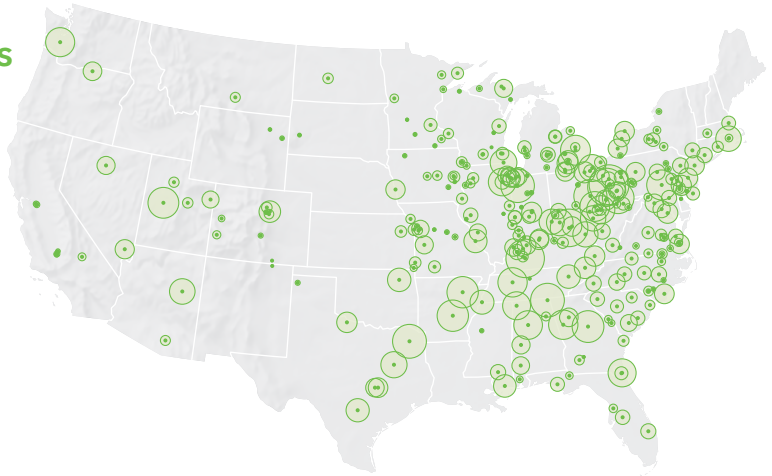
renewable energy policy in New Jersey and enacting record levels of clean energy investment in Virginia.

While Beyond Coal continues its work in the United States, Bloomberg Philanthropies has expanded its international efforts, starting with Europe. The Europe Beyond Coal campaign has retired more than 58 out of 321 coal plants since 2016, including six of the continent's dirtiest. Bloomberg Philanthropies has also worked with the European Commission to support its efforts to facilitate economic and social transition in 42 coal regions in Europe. Globally, this work has also included developing research and case studies in support of the Powering Past Coal Alliance, a coalition of governments and companies committed to phasing out coal and transitioning to cleaner, cheaper energy.

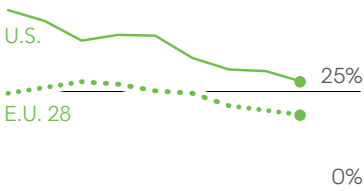


# Coal Plant Retirements Across the U.S. and Europe

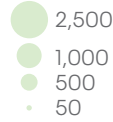
More than **289 plants** retired in the U.S. since 2011



Coal's share of electricity generation 50%

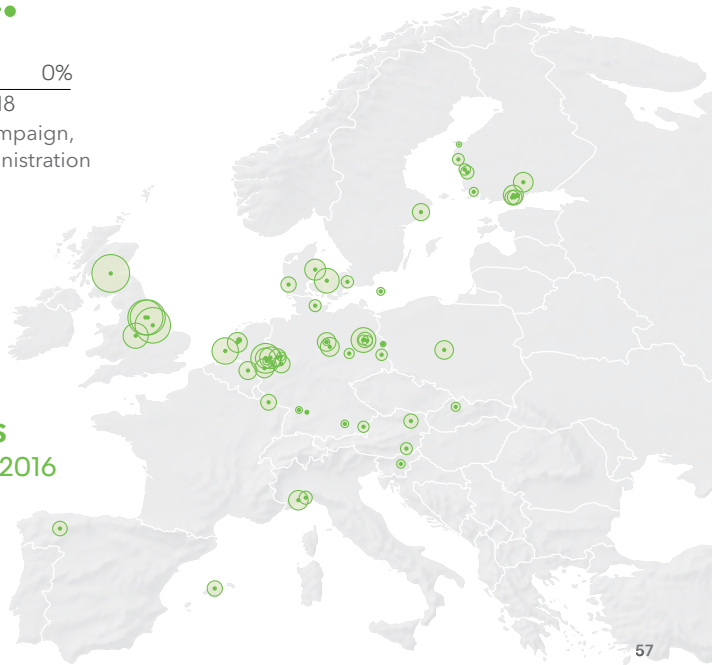


Capacity in megawatts



2010 2018  
 Source: Sandbag Climate Campaign, U.S. Energy Information Administration

More than **58 plants** retired in Europe since 2016



# Restoring and Protecting the World's Oceans

## Vibrant Oceans Initiative

One billion people across the globe rely on fish as a primary source of protein in their diet. As the world's population continues to grow, the demand for fish is projected to rise by more than 20 percent by 2030. At the same time, the global fish population is declining due to overfishing and pollution. Destructive fishing practices and climate change pose further threats to ocean ecosystems. Experts predict the collapse of up to 90 percent of coral reefs by 2050, resulting in habitat loss for one-quarter of the world's marine species and devastating impacts on global fisheries.

The Vibrant Oceans Initiative is a data-driven effort to protect marine ecosystems both by reducing overfishing and destructive fishing practices and by preserving coral reefs. In 2018, Bloomberg Philanthropies announced a significant expansion of its program to ten countries, where it will help to pass laws, protect habitats, and invest in sustainable fisheries management.

This expansion builds on the success of the initial investment in three countries. For example, Chile has banned bottom trawling, a destructive fishing practice



that rakes the ocean floor, in 98 percent of its national waters. In the Philippines, mayors are successfully fighting for better fisheries management in their territorial waters, and the national government established a new marine protected area in a place with near-pristine coral reefs. Bloomberg Philanthropies' partners also released innovative research that modeled and projected coral reef areas that are likely to be less



Fish swim through a coral reef off the coast of Indonesia.

vulnerable to the increasing effects of climate change.

At the 6th annual Our Ocean Conference in Indonesia in 2018, Bloomberg Philanthropies announced a partnership with OceanX, an initiative of Dalio Philanthropies. The first joint project was an expedition to explore the Northeast Canyons and Seamounts Marine National Monument in the Atlantic Ocean, an area of the ocean protected by the U.S. government,

highlighting the importance of marine conservation.

The expedition, which kicked off a four-year collaboration between Bloomberg and Dalio, conducted scientific research and captured footage of and data on the area's abundant marine life to illustrate the need for further marine conservation.





# Public Health

“I am delighted that Mike Bloomberg has agreed to continue in his role as WHO Global Ambassador. He has had tremendous impact in that role over the past two years.”

Dr. Tedros Adhanom Ghebreyesus  
Director-General  
World Health Organization

## Ensuring Safer, Longer, Healthier Lives

The Public Health program combats noncommunicable diseases and injuries by spreading solutions that are proven to save lives. By following the data and forming partnerships with both national and local governments and

organizations around the world, Bloomberg Philanthropies works to reduce preventable deaths from tobacco use, obesity, road traffic crashes, drowning, and other leading causes.

Babies nap in a Bloomberg Philanthropies-supported health center's maternity ward in Tanzania.

# Tackling Noncommunicable Diseases by Mobilizing Governments to Take Action

## Partnership for Healthy Cities

Each year, 45 million people die from preventable causes such as cardiovascular disease, cancer, diabetes, chronic respiratory diseases, and other noncommunicable diseases (NCDs) as well as from injuries. A major focus of Bloomberg Philanthropies' public health work is preventing these unnecessary deaths.

As part of his role as the World Health Organization Global Ambassador for Noncommunicable Diseases and Injuries, Mike Bloomberg launched the Partnership for Healthy Cities in 2017.

The partnership brings together more than 50 cities that have agreed to implement at least one proven policy to fight NCDs and injuries, increase awareness, and share best practices. As of 2018, 216 million people are living healthier and safer lives as a result of partnership-supported policies and programs. For example, Accra,

Ghana, redesigned one of its most dangerous intersections to improve pedestrian safety and Quito, Ecuador, implemented a nutrition program to provide healthier meal options to 13,000 schoolchildren.

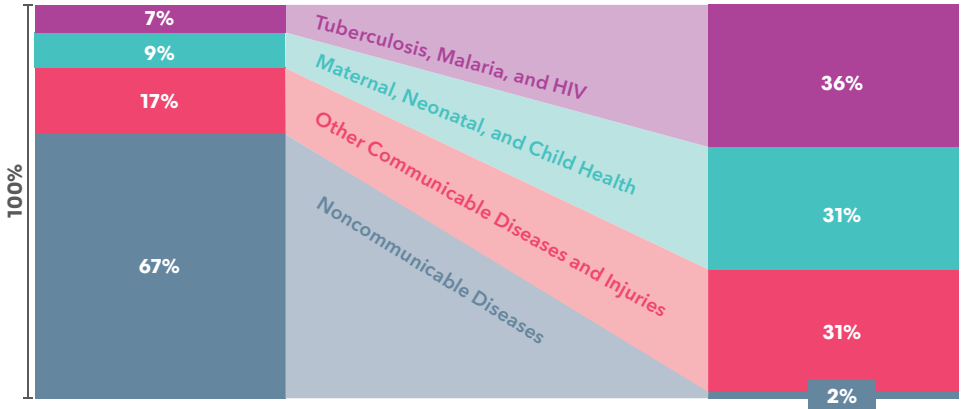
## Cardiovascular Health Initiative

Bloomberg Philanthropies has also formed a partnership with the Chan Zuckerberg Initiative and the Bill & Melinda Gates Foundation to prevent deaths from cardiovascular disease. This initiative seeks to combat cardiovascular disease by treating high blood pressure, advocating for policies to reduce sodium consumption, and banning artificial trans-fats. For example, the effort has registered 250,000 people for hypertension treatment in government clinics across three states in India. Each individual will be monitored by clinic nurses with support from the World Health Organization.

More than **50** cities, representing **216 million** residents, are implementing at least one proven policy to fight NCDs and injuries through the Partnership for Healthy Cities



Noncommunicable diseases account for **67% of deaths in low- and middle-income countries**, but only **2% of global health funding** addresses them



% of deaths in low- and middle-income countries in 2016

% of total health funding in 2017 U.S. dollars, including government, philanthropy, and international organizations

Source: IHME University of Washington, *Financing Global Health 2017: Funding Universal Health Coverage and the Unfinished HIV/AIDS Agenda*, Seattle, WA: IHME, 2018



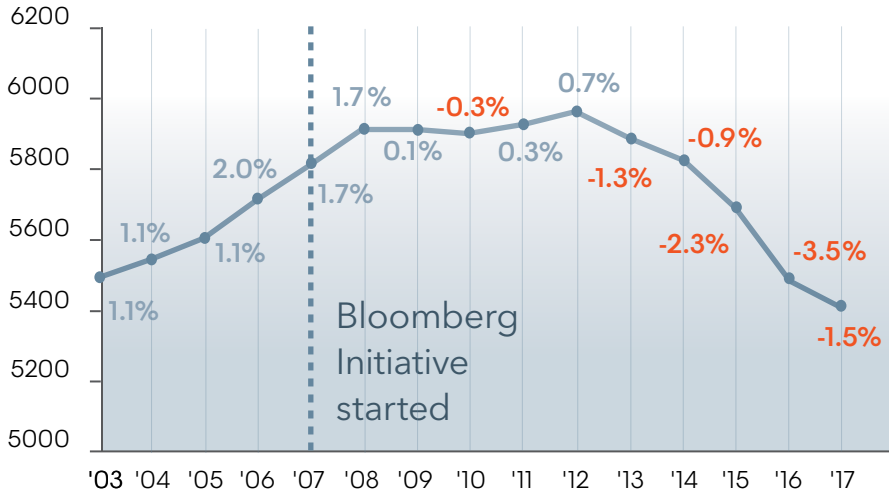
Kids in Quito, Ecuador, enjoy healthier food in school cafeterías through the Partnership for Healthy Cities.

# Investing \$1 Billion in Tobacco Control

## Global Decline in Cigarette Sales

Percentage change from previous year

Billions of Cigarette Sticks



Source: Euromonitor

## Bloomberg Initiative to Reduce Tobacco Use

One in ten deaths around the world is caused by tobacco use. If left unchecked, tobacco is expected to claim one billion lives this century. Bloomberg Philanthropies has invested \$1 billion in tobacco control over the past decade. Efforts have centered on working with national and local governments to enact a package of policies, called MPOWER, that are proven to reduce tobacco use and save lives. This work now spans more than

## Progress since 2007 will save 35 million lives

110 countries and focuses on the world's largest smoking populations, including in China, India, Indonesia, and Bangladesh.

Progress is being made around the world. The number of cigarettes sold in the world peaked in 2012 and has been declining ever since. The most recent data show a 1.5 percent decline in global sales in 2017 compared with 2016. Recent reports also show great success in

Bangladesh, where the government has helped reduce the number of tobacco users by 3.5 million over the last six years. Meanwhile, with Bloomberg Philanthropies' support, six countries implemented new or expanded package warnings in 2018.

Taking the fight directly to the tobacco industry, in 2018, Bloomberg Philanthropies launched

Stopping Tobacco Organizations and Products (STOP), a new global watchdog, at the 17th World Conference on Tobacco or Health in Cape Town, South Africa. STOP will function as a robust global monitoring system to identify the tobacco industry's deceptive practices.

## Fighting the Global Obesity Epidemic

### Obesity Prevention

Bloomberg Philanthropies works with research institutes, civil society, and governments around the world to curb rising rates of obesity through policies that make healthier food more accessible.

In Mexico, a tax on sugary beverages, passed with the help of Bloomberg Philanthropies' partners, has reduced sales by nearly 10 percent after two years. Research has shown that households that purchased the most sugary drinks before the tax had the greatest decrease in purchases - a 16-20 percent reduction by the second year of the tax. In 2018, South Africa implemented a similar measure following advocacy efforts by Bloomberg Philanthropies-supported partners. Mike Bloomberg has also invested

in research and advocacy in Brazil, Colombia, and the Caribbean, as well as in cities across the U.S.

Since its implementation, the tax in Mexico has sparked a global movement, with more than 30 additional countries, cities, and regions now implementing sugary beverage taxes.

More than 30 countries, cities, and regions now have sugary beverage taxes

# Promoting Road Safety to Prevent Traffic Deaths and Injuries

## Initiative for Global Road Safety

Each year, road traffic crashes kill approximately 1.35 million people and injure up to 50 million more around the world. To avoid these preventable deaths and injuries, Bloomberg Philanthropies works to improve road safety in low- and middle-income countries across Africa, Asia, and Latin America in an effort to protect everyone on the road, including pedestrians, bicyclists, motorcyclists, and car occupants.

The initiative focuses on five main strategies in ten cities and five countries across the world: changing people’s behavior, including increasing seat belt and helmet use and reducing speeding and drinking and driving; improving road infrastructure to make streets safer; promoting sustainable urban transit options; strengthening road safety policies; and advocating for improved vehicle safety standards.

Since this initiative began in 2007, Bloomberg Philanthropies and its partners have helped save nearly 312,000 lives through strengthened legislation, increased enforcement, and improvement of high-risk roads. Strengthened road safety legislation now covers



2.2 billion people across nine countries and in 12 cities or regions.

In addition, partners have trained more than 79,000 professionals in road safety strategies, launched more than 55 media campaigns, and crash-tested more than 50 vehicle models across the Americas,



A busy intersection in Mumbai, India, was redesigned with colorful barriers and crosswalks, making pedestrians, cyclists, and drivers safer.

Asia, and Africa. In India, one of those partners has led a crash-test campaign with Bloomberg Philanthropies' support that has tested 14 car models since 2015 and spurred the implementation of new vehicle safety standards in India such as required front and side crash-tests.

2.2 billion people are now covered by road safety policies designed to save lives and prevent injuries

# Following the Data to Save Lives

## Data for Health

Today, half of all deaths in the world (nearly 30 million each year) go unrecorded, and too many health policy decisions are based on inadequate or incomplete information. Data for Health, an initiative co-funded with the Australian government, seeks to close that gap by helping low- and middle-income countries collect better public health data and improve the way they use this information to devise policies for and make investments in public health.

Data for Health supports the creation of more complete birth and death record data systems and makes sure this data and other critical health indicators are used by leaders to inform policy. To date, 20 countries (representing more than 1 billion people) have worked with Bloomberg Philanthropies to receive technical assistance to improve their public health data. Nearly 3 million death records have been newly collected or improved, and more than 30,000 health professionals have been trained to better collect or analyze health data. Twelve countries are collecting data on deaths that occur outside of a hospital for the first time, and nine have newly adopted international standards for death certificates. Governments have successfully



A medical worker in Myanmar collects health information.

enhanced local health care practices to improve data collection, adapting to use midwives (Myanmar), home-based care practitioners (Rwanda), and community health workers (Tanzania) to help gather information outside of medical facilities.

By helping governments invest in new technologies, data collection has become more efficient. Peru, for example, instituted digital death certificates and reduced processing time of its data from two years to just two weeks.

Nearly **3 million** death records have been newly collected or improved

# Rely on Data

Bloomberg L.P. revolutionized the world of finance by making reliable market data available at the touch of a button. The Bloomberg Administration brought the same data-driven approach to New York's City Hall, becoming a leader in providing open data and promoting public-sector accountability.

Bloomberg Philanthropies continues that legacy, following the data to identify problems, target new solutions, and measure progress. Data for Health provides data and policy training for government officials to strengthen how they use data in the policy-making process.

In Shanghai, Bloomberg Philanthropies collaborated with city officials to help them analyze data on the risks of secondhand smoke and respond with proven, life-saving policies. The training enabled officials to understand the threat that secondhand smoke posed for residents, draft a report detailing their findings, and convince lawmakers to pass a smoke-free law that will save and improve lives across the city. This approach proved so successful that the city is using it in other policy areas, including road safety. Through a similar process, the city has passed a law that requires the use of helmets on electric bikes.

## More than 30,000 health professionals trained to use data to help make better public health policy

Shanghai is one of ten Chinese cities that have implemented smoke-free laws, protecting more than 100 million residents.



# Improving the Health of Women and Families

## Maternal and Reproductive Health

More than 300,000 women die every year from pregnancy- or childbirth-related complications, and 214 million women around the world lack access to contraception. Bloomberg Philanthropies works to broaden access to quality maternal and reproductive health in countries where it is limited, improving health outcomes for mothers and their children.

Through a global partnership, Bloomberg Philanthropies

provides support that expands access to family planning in dozens of the lowest-income countries. Additionally, Bloomberg Philanthropies supports local organizations that advocate for new laws and programs that will improve access to reproductive health care in Burkina Faso, Uganda, Nicaragua, and Senegal.

In Tanzania, one woman dies every hour from complications of pregnancy or childbirth. Bloomberg Philanthropies has supported the development of

In 2018, in Kigoma, more than **110,000** Tanzanians were served with the contraceptive method of their choice, which prevented nearly 33,500 unintended pregnancies and over 7,500 unsafe abortions

Women in a Bloomberg Philanthropies-supported health center's maternity ward in Tanzania.





a new model that would change that. Focusing on the rural Kigoma Region, the project has taken a comprehensive approach, training non-physicians to provide obstetric care, upgrading or equipping 100 health facilities, and increasing women's access to and awareness of maternal health services. In the Kigoma Region, 72 percent of women now deliver in a health facility, up from 48 percent in 2011, and 58 percent of obstetric complications are now treated, up from 43 percent in 2011.

After 12 years of investment in three regions, over 110,000 babies were delivered in a project-supported health facility and more than 6,500 C-sections performed. In 2018, the Tanzanian government decided to scale up the program across the country. So far, they have begun upgrading more than 300 health clinics, replicating what has proven to be a successful model.





## Tackling the Opioid Epidemic

### Bloomberg Opioids Prevention Network

In 2017, more than 47,000 people in the U.S. died of opioid overdoses. Americans are now more likely to die from an opioid overdose than in a car crash. Despite this crisis, the federal government has largely offered only insufficient financial assistance instead of the comprehensive policy changes and funding that are needed.

To begin filling this void, in 2018, Bloomberg Philanthropies launched a new \$50 million initiative to help states craft effective opioid policies and interventions that can be shared across the country. The effort will work with ten states, starting with Michigan and Pennsylvania, to create and implement plans to stop the epidemic and save lives. Ultimately, Bloomberg Philanthropies will share



Deputy Police Chief Eric Keiser of Eastpointe, Michigan, demonstrates how to administer the overdose-reversing drug naloxone for Mike Bloomberg and Michigan Governor Gretchen Whitmer.

guidelines on what is proven to work. The program builds on previous work done by the Johns Hopkins Bloomberg School of Public Health to help Rhode Island and other states reduce overdose deaths.

## Protecting the Lives of Children

### Drowning Prevention

Low- and middle-income countries bear the greatest burden of drownings, accounting for 94 percent of the 322,000 global drowning deaths each year. Half of these deaths occur among people under the age of 25, with children under the age of five at the highest risk. Many of these deaths can be prevented.

The Drowning Prevention program focuses on finding local solutions in countries with high drowning rates. A successful Bloomberg Philanthropies-supported study was implemented in Bangladesh from 2013-2015, which showed that community daycare provided for children one to four years old reduces drowning risk while delivering developmental and educational benefits.

Bloomberg Philanthropies has continued supporting daycare for more than 50,000 children in Bangladesh. In 2018, it expanded the drowning program to Vietnam, launched a data-gathering exercise in Uganda, and commissioned the World Health Organization to create global best practice drowning prevention implementation guidelines.

# Advancing the Future of U.S. Public Health at Johns Hopkins University

## Bloomberg American Health Initiative

The average life expectancy of Americans has declined over the last three years, something that has not happened since World War I. The United States now ranks 34th in the world in life expectancy, behind most industrialized countries.

In response to this alarming trend, Bloomberg Philanthropies established the Bloomberg American Health Initiative at Johns Hopkins University in 2016. The initiative supports master's degree student fellows, endowed faculty positions, a Doctor of Public Health (DrPH)

program, public health research, and an annual national summit. It seeks to address five of the biggest public health challenges facing the United States: addiction and overdose; environmental challenges; obesity and the food system; risks to adolescent health; and violence.

In 2018, more than 350 public health practitioners, civic leaders, and advocates attended the first Bloomberg American Health Summit in Washington, D.C. Attendees heard from former Cabinet secretaries, governors, mayors, police chiefs, researchers, and activists on the front lines of America's public health challenges.

(Right to left) Michael Botticelli, Executive Director of the Grayken Center for Addiction at Boston Medical Center, moderates a panel discussion on opioid addiction with Pennsylvania Governor Tom Wolf, Rhode Island Department of Health Director Nicole Alexander-Scott, and Professor Chinazo Cunningham of Albert Einstein College of Medicine.





Bloomberg Fellows Kate Vander Tuig (left) and Kelli McIntyre attend the first Bloomberg American Health Summit.

“I’m passionate and committed to working in and with communities toward a healthier, safer, happier, and more just Philadelphia. During my time in the public health master’s program at Johns Hopkins, I want to better understand how vacancy, disinvestment, litter, and crime influence choices to be physically active – and identify solutions that get people moving.”

Kelli McIntyre  
Bloomberg Fellow

“This collaboration with Michael Bloomberg and Bloomberg Philanthropies will allow us to take an in-depth look at the areas where we can supplement our programs to successfully assist more Pennsylvanians. I want to see an end to opioid use disorder in Pennsylvania, and this is a step in the right direction.”

Tom Wolf  
Governor  
Pennsylvania

"Cities are driving our progress as a nation – from taking on education reform and public health crises to spurring economic development and job growth to battling crime and climate change."

Mike Bloomberg



# Moving America Forward

## Bloomberg American Cities Initiative

Building on Mike's experience in New York's City Hall and his belief that cities can make extraordinary progress on global challenges, Bloomberg Philanthropies focuses on local action to create an impact in communities across the world.

The best city leaders are uniquely positioned to tackle some of the most pressing issues their residents face. They tend to be problem-solvers, innovators, and pragmatists, because the people they represent expect nothing less. The Bloomberg American Cities Initiative is Bloomberg Philanthropies' effort to support them across the U.S.

Each of Bloomberg Philanthropies' areas of focus contributes to this work in cities across the country. Three challenges – the Mayors Challenge, Public Art Challenge, and Climate Challenge – support local leadership and encourage bold ideas in government policy, public art, and sustainability to improve the quality of life for residents. The Bloomberg American Health Initiative and


the Partnership for Healthy Cities drive vital policy changes to address public health threats like opioid overdoses and obesity. The Bloomberg Harvard City Leadership Initiative provides world-class management training from Harvard's top professors and yearlong coaching and technical support to help mayors and their teams take on their toughest challenges. These programs, and many more, help cities to continue driving progress on critical issues across America.

As part of this unprecedented effort, Bloomberg Philanthropies published the 2018 American Mayors Survey, the largest comprehensive survey of mayors and city managers ever done. Among other key findings, it shed light on how cities across the country are responding to the opioid epidemic and climate change. The results of the survey are now informing efforts to promote bold leadership in America's cities, advance policies and legislation, and empower residents to solve urban problems.



Volunteers in Anchorage, Alaska, plant trees at the Fairview Park Fix-It as part of the Cities of Service Resilience AmeriCorps program.





# Government Innovation

“You can’t have the right strategy, much less implement it, unless you know what the facts are. When you’re a mayor, you actually have to generate a real understanding of what the problem is and you have to formulate real solutions that really matter.”

Ethan Berkowitz  
Mayor  
Anchorage, Alaska

## Improving the Way City Governments Work

Across a broad portfolio of initiatives and investments, the Government Innovation program helps city halls build the teams and develop the skills needed to creatively tackle their most urgent challenges. By expanding local government’s creative capacity, Bloomberg Philanthropies bolsters the

ability of mayors and other city leaders to set bold agendas, bring the experiences of residents into their work, and partner with the private and nonprofit sectors from a position of strength. Each is an essential step in pushing the boundaries of civic innovation in the United States and abroad.



## Spurring Innovation Through Competition

### The Mayors Challenge

Bloomberg Philanthropies' Mayors Challenge is a competition that helps city leaders think big, be bold, and uncover inventive – and, ultimately, replicable – ideas that tackle cities' toughest problems. Bloomberg Philanthropies has run competitions engaging hundreds of cities in the United States (2013), Europe (2014), and Latin America and the Caribbean (2016).

As part of the Bloomberg American Cities Initiative, the 2018 Mayors Challenge returned to the

United States, awarding nine cities \$1 million each to bring their ideas to life. The winning cities were chosen from a record 324 applications. The winners include Denver, Colorado; Durham, North Carolina; Fort Collins, Colorado; Georgetown, Texas; Huntington, West Virginia; Los Angeles, California; New Rochelle, New York; Philadelphia, Pennsylvania; and South Bend, Indiana. These cities will address a range of challenges, from reducing carbon emissions and confronting the opioid crisis to making the



Mayors and representatives of the winning cities in the 2018 Mayors Challenge join Mike Bloomberg onstage at CityLab 2018 in Detroit, Michigan.

justice system less traumatic for young people. Prior to selecting the winners, 35 finalist cities each received \$100,000 to test and refine their ideas. This new test-and-learn phase incorporated some of the most crucial elements of innovation that Bloomberg Philanthropies promotes to cities through its work, including understanding the problem from residents' points of view before developing ideas, and quickly testing ideas on a small scale to learn how to strengthen them and improve the likelihood of a new

policy's success. Over six months, finalist cities conducted more than 100 tests, engaged more than 19,000 residents, and raised nearly \$15 million from local partners to support their efforts.

A distinguished committee, co-chaired by former U.S. Ambassador Caroline Kennedy and former Xerox Chairman and CEO Ursula Burns, reviewed the final proposals and selected the nine winning ideas, which were announced at CityLab 2018 in Detroit.



Mayor Steve Williams of Huntington, West Virginia, discusses his city's response to the opioid crisis with Huntington Police Sergeant Paul Hunter at the Bloomberg American Health Summit in Washington, D.C.

## Focus on Cities to Drive Progress

### Mayors Challenge Winner Spotlight: Huntington, West Virginia

Bloomberg Philanthropies works closely with city leaders to support their efforts to tackle the toughest challenges they face. That approach comes out of Mike's experience as mayor of New York, where he saw cities' potential to solve problems and improve residents' lives.

In Huntington, West Virginia, where the rate of opioid overdoses is 10 times the national average, the city is taking a new approach to stem the crisis: improving care for frontline caregivers. City officials

realized that first responders suffer from compassion fatigue because of what they experience in the fight to save overdose victims. This traumatic stress makes it increasingly difficult for first responders to provide the best care. It also spills over into their personal lives, damaging relationships with family and friends and creating unprecedented job turnover.

The Mayors Challenge will allow Huntington to embed mental health professionals and wellness coordinators within emergency response departments, ensuring that first responders are able to give the best care possible.

"Bloomberg has helped my team to understand that they can stand shoulder-to-shoulder, toe-to-toe, brain-to-brain with anybody in the world. We're learning how to replicate and how to scale so that our work can be taken to other areas and doesn't just have to be used in a small town."

Steve Williams  
Mayor  
Huntington, West Virginia

In the 2018 Mayors Challenge, **300** U.S. cities received training sessions to develop their proposals, **35** cities were selected to test new ideas, and **9** cities were selected as winners



Senior city hall staff members convene in New York City to learn leadership and management strategies from leading experts and from one another.

“It is rare for a mayor to have access to inspirational leadership and management training. The Bloomberg Harvard City Leadership Initiative goes even further by supporting mayors to advance organizational and innovative change to make each of our cities even better.”

Naheed Nenshi  
Mayor  
Calgary, Canada  
Class of 2018-19

## Investing in Mayors and City Leaders

### The Bloomberg Harvard City Leadership Initiative

Running a city is one of the world’s most complex and demanding jobs. And, as more of the world’s population moves to cities, it becomes increasingly important to help mayors accomplish their goals and make their local governments smarter and more effective.

Now in its third year, Bloomberg Philanthropies’ unique collaboration with Harvard Business School and the Harvard Kennedy School of Government equips city leaders with the management tools needed to tackle their toughest challenges and develop a culture of innovation, data use, and collaboration inside city hall.

The Bloomberg Harvard City Leadership Initiative begins with training sessions in New York City, where mayors and senior staff each spend several days learning from their peers, Harvard professors, and experts from the Bloomberg Philanthropies network. Following the in-person training, each city also receives a customized, yearlong program of support that includes assistance from graduate student fellows, executive training courses, special opportunities, and tailored research, all created to help mayors run their cities most efficiently.

“The Bloomberg Harvard City Leadership Initiative not only gave us access to the brightest minds in government, business and academia, but provided us with peer-to-peer exchanges with other city leaders with firsthand knowledge of the challenges we all face.”

William Peduto  
Mayor  
Pittsburgh, Pennsylvania  
Class of 2017-18

120 mayors and 240 senior staff members engaged over the course of three cohorts

Jorrit de Jong, Faculty Director of the Bloomberg Harvard City Leadership Initiative, introduces the 2018 cohort of mayors to a series of intensive classroom training sessions in New York City taught using the case method.



# Transforming Cities with Creativity

## Innovation Teams

Inspired by the Bloomberg Administration's success in creating cross-departmental solutions to tackling challenges in New York City, Bloomberg Philanthropies has led a movement to help other cities develop the skills needed for innovative problem-solving. In 2012, the foundation began funding innovation teams – or “i-teams” – in city halls around the world. These i-teams, which are composed of highly skilled individuals with expertise in topics like data analysis, design, and project management, help mayors work across sectors and silos and with citizens to creatively tackle each city's top priorities. When that work began, just five

U.S. cities had Chief Innovation Officers. Now, more than 70 U.S. cities have adopted the position.

The i-teams program has supported staff in 30 cities, enabling them to achieve remarkable progress for their communities. In Syracuse, New York, for example, the i-team helped the city recover an extra \$1.5 million in delinquent taxes by redesigning tax collection notices to make them easier to read and understand. Mayors in cities across the country and the world have effectively used i-teams to improve public safety, support small businesses, and make government more responsive to residents' evolving needs.



Young police trainees in Los Angeles, California, learn through a program created by the city's innovation team to keep them engaged in the recruitment process until they can become sworn officers at age 21.





Members of the Durham, North Carolina, innovation team meeting with (left to right) James Anderson, Patricia Harris, and Allison Jaffin from Bloomberg Philanthropies.

“Our innovation team has allowed Durham to completely rethink how the city supports our justice-involved community members, who often face formidably high barriers to finding a job or securing housing. The i-team has allowed us to find creative and powerful new solutions and to work together in new ways to help more residents share in Durham’s prosperity.”

Steve Schewel  
Mayor  
Durham, North Carolina

“Numbers tell compelling stories, and they help us find answers that make a real difference in people’s lives. We’re grateful for what the partnership with Bloomberg Philanthropies has helped us accomplish for communities across our city.”

Eric Garcetti  
Mayor  
Los Angeles, California

## Using Data to Improve Lives

### What Works Cities

The What Works Cities program is the nation’s most comprehensive effort to enhance cities’ use of data and evidence to make better policy decisions, improve services, evaluate progress, and find “what works.” Starting in 100 mid-sized cities from 39 states and growing from there, the program continues to help cities improve the way they use data to identify and respond effectively to their residents’ needs.



Mayor Eric Garcetti of Los Angeles, California, unveils a city website with detailed information on street repairs, ambulance response times, and other city services. Los Angeles received a What Works Cities gold-level certification for its sophisticated use of data to inform decision-making.

The What Works Cities program is run in collaboration with five partners: Results for America; the Behavioral Insights Team; Harvard Kennedy School's Government Performance Lab; Johns Hopkins University's Center for Government Excellence; and the Sunlight Foundation.

In 2017, the program created What Works Cities Certification, a standard that measures the extent to which cities have the right people, policies, and practices in place to use data for decision-making, and inspires many more cities to improve their practices. Over its first two years, 13 U.S. cities have received official What Works Cities Certification, including four (Kansas City, Missouri; Los Angeles, California; Louisville, Kentucky; and Washington, D.C.) that have achieved certification at the gold level.

In November 2018, Bloomberg Philanthropies expanded the What Works Cities program in collaboration with the Bill & Melinda Gates Foundation and Ballmer Group. The joint effort will help a group of ten cities use data and test new ways to improve opportunity, particularly in neighborhoods where children lack access to good schools or face systemic barriers to economic mobility.

Trained more than **5,800** civil servants in data skills



City government workers and community members listen to a presentation in Tulsa, Oklahoma, on the Urban Data Pioneers program, which recruits volunteers to analyze city data to help understand and solve local problems.

Helped more than **150** cities use data to improve local government performance in order to make residents' lives better

# Bringing Together the Best and Brightest to Make Cities More Livable

## CityLab

For the sixth year, Bloomberg Philanthropies joined with the Aspen Institute and *The Atlantic* to host CityLab, a three-day conference of leaders from across the globe and from the public, private, and nonprofit sectors.

CityLab gathers the world's most creative mayors and urban innovators with artists, academics, funders, and other public- and private-sector leaders focused on improving cities and spreading strategies that work. Hosted in Detroit, CityLab 2018 brought together more than

600 attendees who hailed from more than 156 cities and 27 countries. At the start of the conference, Bloomberg Philanthropies hosted a special session for mayors to connect and share lessons with peers from around the world and, for the first time, a gathering for city hall innovation officers from cities across the U.S. and the world.

Past CityLabs have been held in London, Los Angeles, Miami, New York, and Paris. CityLab 2019 will be held in Washington, D.C.

Mayors come together at the Mayors Innovation Studio at CityLab 2018 to discuss solutions to the challenges their cities face.





(Right to left) Daniel Porterfield, President and CEO of the Aspen Institute, moderates a panel discussion on college access with Spelman College President Mary Schmidt Campbell, University of Michigan President Mark Schlissel, and University of Washington President Ana Mari Cauce.

## Mobilizing Volunteers to Create Vibrant Cities

### Cities of Service

In April 2009, Mike Bloomberg became the first U.S. mayor to create the position of Chief Service Officer, a position dedicated solely to engaging citizens as volunteers. This became the model for Cities of Service, which was formed later that year by Mayor Bloomberg and 16 other mayors.

Now with a network of more than 260 cities across the Americas and Europe, Cities of Service helps mayors build stronger cities by changing the way local government and citizens work together. City leaders around the world seek guidance from Cities of Service to help them tap into the knowledge, creativity, and service of their citizens to identify and solve pressing local challenges.

In 2018, Cities of Service launched the Engaged Cities Award to recognize and promote outstanding city-led strategies that engage citizens to solve problems. The inaugural winners - Bologna, Italy; Santiago de Cali, Colombia; and Tulsa, Oklahoma - brought people together to transform urban spaces, reduce violence, and analyze data to inform policy. Cities of Service has also created multiple resources - including blueprints, case studies, and videos - to help other cities replicate successful strategies in their own communities.

“As mayor, it’s so easy to feel like you’re on an island, to feel like you’re alone. And then you come to CityLab, you interact with other mayors, and you see and hear what they’re doing and it’s like an adrenaline shot. It gives you the energy to go back home and try something different or new.”

Randall Woodfin  
Mayor  
Birmingham, Alabama



Bloomberg L.P. volunteers paint a pedestrian plaza in Milan, Italy, designed by the Bloomberg Associates team in partnership with the city.



# Bloomberg Associates

“The City of Milan is fortunate to have the opportunity to work hand-in-hand with the team of global experts at Bloomberg Associates. They understand the unique challenges cities face and they don’t just bring ideas; they bring bandwidth and the capacity to execute on those ideas. Our work together will benefit Milan and its residents for generations to come.”

Giuseppe Sala  
Mayor  
Milan, Italy

## Partnering with Mayors Across the Globe

Bloomberg Associates is an international, philanthropic consultancy that provides select mayors and city government leaders with customized, in-depth consultation and mentorship in order to improve the overall quality of life of their citizens.

The team focuses on developing strategic solutions that successfully address

city priority projects and other complex municipal challenges.

Since Bloomberg Associates’ inception, participating cities have invested more than \$1.3 billion in initiatives the team has supported or created. Additionally, Bloomberg Associates has helped raise nearly \$140 million through strategic public-private partnerships.

## Current Partner Cities

- Athens, Greece
- Atlanta, Georgia
- Bogotá, Colombia
- Detroit, Michigan
- Houston, Texas
- London, England
- Milan, Italy
- Nashville, Tennessee
- Paris, France

## Past Partner Cities

- Kansas City, Missouri
- Los Angeles, California
- Mexico City, Mexico
- Oakland, California
- Rio de Janeiro, Brazil

## City Spotlights: Work Around the World

### Milan, Italy

In Milan, Bloomberg Associates supports Mayor Giuseppe Sala's Milano 2030 Plan, which has created the visionary blueprint for the city to be even greener, more livable, and interconnected. The Bloomberg team helped redesign 65,000 square feet of public space in three new pedestrian plazas, complete with colorful road paint, table tennis tables, benches, and planters (see photo on previous page). Because of the program's early success, the city plans to expand to many additional sites across Milan.

Other efforts include revitalizing 23 of Milan's municipal markets, planting 16,000 trees across the city, and developing a system to better respond to citizens' calls and emails. Bloomberg Associates also helped to expand services for 6,200 migrant families and 1,200 at-risk youth and supported the launch of a welcome guide containing practical information and resources available in five languages for refugees and other newcomers settling in the city.



Local band Wacky Brass Quintet performs at Chiarelli Market in Milan.

### Revitalizing 23 of Milan's municipal markets





Volunteers conduct Paris's first street homelessness count in 2018.

## Paris, France

Bloomberg Associates is working with Mayor Anne Hidalgo and the city of Paris to develop a comprehensive strategy to fight homelessness. Efforts include Paris's first-ever annual homeless count, which was conducted in 2018 and repeated in 2019; the creation of a citywide sheltering strategy; and the launch of a community hub to direct volunteer involvement. Paris also opened the doors of town halls in districts across the city, including the famous Hôtel de Ville, to house the homeless through the winter.

Bloomberg Associates is supporting the city to expand its online, open-source platform, Lutèce, to city governments in France and across Europe. Paris currently uses the Lutèce

platform to run all of the city's websites, the participatory budgeting process, and an application that connects residents with non-emergency services and information. Lutèce is saving the city nearly €3 million every year in maintenance costs, and the Bloomberg team has built on that success to triple its usage across France and pitch it to a dozen other European capital cities. As more cities adopt and contribute to it, Lutèce will grow more effective in helping city governments to share, reuse, and collaborate on digital services.

**2,500** new shelter  
beds opened since 2018



Mayor David Briley of Nashville, Tennessee, (third from left) joins other community leaders in planting the first tree to launch Root Nashville.

## Nashville, Tennessee

Bloomberg Associates helped Mayor David Briley to launch Root Nashville, an ambitious public-private partnership campaign to plant 500,000 trees by 2050. The trees will be planted in neighborhoods with low tree cover and higher rates of respiratory disease.

In addition, to support Nashville manufacturers and strengthen the local economy, the city rolled out NashvilleMade, a public-private initiative supported by the Bloomberg team. The initiative will create tailored programs to help local manufacturers build community, collectively market and source products, obtain technical assistance to expand their operations, and create a pipeline of skilled labor.

In 2018, Bloomberg Associates held a workshop for 160 members of the Nashville business community to help ensure that contracting and procurement processes in the city are fair and equitable for minority-owned businesses. Based on insights from the workshop, the team created a guidebook to serve as a useful resource for Nashville's minority-owned businesses.

More than **5,000** trees planted since program launch in October 2018

## Houston, Texas

In 2015, Bloomberg Associates began working to help Houston create and launch a local action plan for My Brother's Keeper, a national initiative to help young men of color overcome barriers and realize their potential. The team is now working with Mayor Sylvester Turner and the Houston Health Department to advance the goals of My Brother's Keeper: improving early childhood education, building skills to contribute to the workforce, and reducing crime and violence.

When Hurricane Harvey hit Houston in August 2017, Bloomberg Associates was asked to help the city respond and deliver services to people in need by quickly setting up recovery centers. Drawing

on the model that New York City deployed after Hurricane Sandy, Houston was able to open nine recovery centers across the city after the storm struck.

**26,000** parents, grandparents, and their children participated in early childhood literacy programming throughout Houston

Local leaders and key contributors to My Brother's Keeper Houston discuss the program's impact on young men across the city following the release of a report detailing its successes.





Mike Bloomberg and President Cyril Ramaphosa of South Africa share a laugh at the Bloomberg Global Business Forum in New York City.

# Founder's Projects

“The challenges facing our world are big and complex. No person, no single organization, can solve them alone. But I’m a big believer in the idea that we can make enormous progress if we work together.”

Mike Bloomberg

## Improving Lives Worldwide

Founder's Projects are unique efforts led by Bloomberg Philanthropies to address national and international issues that fall outside the five core program areas. They emerge from Mike's personal experiences in business, government, and philanthropy.

# Sharing Global Visions for Sustainable Economic Development

## Bloomberg Global Business Forum

In the fall of 2018, Bloomberg Philanthropies hosted world leaders for a one-day conference in New York City during the opening of the U.N. General Assembly. The second annual Bloomberg Global Business Forum brought together a truly international gathering of leaders thanks to event partners comprised of top executives from around the world, including Ruth Porat of Alphabet and Google; Robin Li of Baidu; Jean-Laurent Bonnafé of BNP Paribas; Tidjane Thiam of Credit Suisse; Aliko Dangote of Dangote Group; Isabelle Kocher of ENGIE; John Elkann of EXOR; Bernard Arnault of LVMH; Anand G. Mahindra of Mahindra Group; and Xin (Shynn) Zhang of SOHO China. Through on-the-record mainstage discussions and private meetings, more than 70 heads of state and delegation from six continents and over 200 global CEOs came together to strengthen partnerships between government and business and to address the most pressing economic issues facing the world today.

Immediately following the forum, Mike Bloomberg co-hosted the One Planet Summit, which convened more than 40 global leaders to

accelerate the implementation of the Paris Agreement, with President Emmanuel Macron of France, Secretary-General of the United Nations António Guterres, and President of the World Bank Group Jim Yong Kim.



“Trade has made the world more peaceful and stable by connecting our nations - and aligning our interests. But the benefits of trade have not been distributed as widely as they should be - and we must do more to address that.”

Mike Bloomberg



Robin Li, CEO of Baidu, and Christine Lagarde, Managing Director of the International Monetary Fund, discuss how technology impacts economic growth at the Bloomberg Global Business Forum in New York City.

# Strengthening a University and Its Home City

## The Johns Hopkins University and Baltimore

Since his graduation from Johns Hopkins University, Mike Bloomberg has sought to give back to his alma mater and its home city of Baltimore, Maryland.

Bloomberg Philanthropies has committed more than \$3.3 billion to Johns Hopkins to support efforts across the university, including undergraduate need-based scholarships, endowed professorships, and major capital projects. In 2018, Mike announced a \$1.8 billion gift to Johns Hopkins to

be devoted to financial aid (see page 36 in the Education section for more).

As a former chairman of the board and lead benefactor, Mike Bloomberg has helped to shape the trajectory of the university through his leadership. His commitment has helped make the Johns Hopkins Bloomberg School of Public Health - the #1 ranked school of public health in America according to *U.S. News & World Report* - a world leader in public health research and scholarship. He has also supported





the Charlotte R. Bloomberg Children's Center, the Johns Hopkins Malaria Research Institute, and the Bloomberg~Kimmel Institute for Cancer Immunotherapy, and created the Bloomberg Distinguished Professors program to fund 50 endowed professorships to work across disciplines at Johns Hopkins. More than 40 of the professors have been named, with the rest expected in 2019.

Bloomberg Philanthropies continues to expand its work in Baltimore, with a particular focus on job creation and education and workforce development programs for the city's young people. In 2018, Mike Bloomberg visited graduates of the Goldman Sachs 10,000 Small Businesses Baltimore program, which helps to train entrepreneurs to grow their companies. Alumni have a combined annual revenue of \$270 million and 3,000 employees. Baltimore continues as one of four cities to host a Bloomberg Philanthropies program that connects high school students with internships at arts organizations. Baltimore was also one of seven cities chosen for the Arts Innovation and Management program.

Bloomberg Philanthropies also works directly with Baltimore city leaders to use data to improve decision-making and government services for residents through the What Works Cities program, to improve public safety with creative solutions from a silo-crossing innovation team, and to provide leadership and management training to senior staff through the Bloomberg Harvard City Leadership Initiative.

**"This program [10,000 Small Businesses] opened my mind... and I have made more important decisions in the last three months than I have in the last three years."**

Tanya Miller  
Founder and CEO  
Kingstonville  
10,000 Small Businesses  
Participant

# Investing in Economic Independence

## Women's Economic Development

Committed to the core belief that women are central to economic growth, the Women's Economic Development program works with government, nonprofits, and private-sector partners to provide women in Sub-Saharan Africa and beyond with access to training and the skills they need to increase their economic opportunities.

Started as a pilot program in 2008 to train 3,000 women in agriculture, the program has now enrolled over 360,000 women in training programs to strengthen their marketable skills. By supporting women with job training and personal development resources, the program has directly benefited families and communities totaling more than 1.7 million people.

Built by and for women in 2013, the Women's Opportunity Center in eastern Rwanda provides training and facilities to help women achieve economic stability. The center has 12 vocational programs, including construction and brick-making, and also sells goods that the women produce.

In 2018, the center launched a sewing machine facility that will enable women to create and sell handmade products to schools, hospitals, and hotels. The Museum



of Design in Atlanta featured the center in an exhibit that showcased how good architectural design can help improve lives.

In one of the program's biggest successes, female trainees have transformed the Rwandan coffee industry. The program provided agricultural training to help growers pick coffee beans at peak ripeness and connect them to international markets to sell their coffee.

Credit: John Cary



# design for good

ARCHITECTURE FOR EVERYONE

The Women's Opportunity Center in Rwanda, designed by Sharon Davis Design, was featured in an exhibit on architecture designed to improve lives, curated by John Cary, at the Museum of Design in Atlanta, Georgia. Women from Rwanda and Congo built the center, even hand-pressing the bricks used for its construction.

Today, coffee produced by graduates of partner organizations is served at hotels across Rwanda, on RwandAir flights, and in Bloomberg L.P. offices around the world. It has also been featured in the Starbucks Reserve collection.

Bloomberg Philanthropies' partner Nest created a global training program for building and growing businesses run by artisans who make goods by hand in their

homes. The talents of women and their families, often overlooked, are highlighted in this program, creating a pipeline of artisan businesses that are prepared to export their goods to international markets. Between 2014 and 2018, more than 188,000 homeworkers were supported by the program, helping lift participants out of poverty by connecting them to the global economy.

# Rebuilding and Remembering in New York City

## The 9/11 Memorial & Museum and the Perelman Center for Performing Arts at the World Trade Center

The 9/11 Memorial and Museum bears solemn witness to the terrorist attacks of September 11, 2001, and February 26, 1993. It serves as the country's principal institution to

honor the memories of the victims, preserve the history, and explore the complex ongoing impact of 9/11.

Elected mayor of New York City just weeks after the 9/11 attack, Mike Bloomberg led the city through the aftermath of this national tragedy and led the work of rebuilding the World Trade Center site and reviving Lower Manhattan. The resilient spirit,





A rendering of the Perelman Center for Performing Arts, which is currently under construction at the World Trade Center.

hard work, and courage of countless New Yorkers enabled the city to make a remarkable recovery. In 2006, Mike began his chairmanship of the 9/11 Memorial and Museum.

In 2018, the travel website Trip Advisor rated the museum the number one museum in the United States and the number two museum in the world.

The 9/11 Memorial opened the Memorial Glade in 2019, a dedicated tribute featuring six stone monoliths embedded with steel from the World Trade Center, to honor the rescue, recovery, and relief

workers, survivors of the attacks, and members of the broader Lower Manhattan community who are sick or have died from exposure to toxins at the site in the aftermath of 9/11.

The final piece of the rebuilding of the World Trade Center site has begun with the construction of the Perelman Center for Performing Arts. The innovative new center will feature flexible performance spaces and host a wide range of cultural and educational programming, along with new public space, helping to ensure the continued growth and vitality of Lower Manhattan.

The One World Trade Center building rises above the reflecting pools at the 9/11 Memorial in Lower Manhattan.

# Fighting for Common-Sense Reforms to Prevent U.S. Gun Violence

## Everytown for Gun Safety

When Mike served as mayor of New York City, meeting with the loved ones of people killed by gunfire was among the most difficult parts of the job, and he vowed to do everything he could to ensure more families did not experience the same tragedy.

To take action, in 2006 Mike founded Mayors Against Illegal Guns with the late Boston Mayor Thomas Menino, bringing together a coalition of more than 1,000 mayors to advocate for common-sense gun safety laws. In 2014, they merged the group with Moms Demand Action, a network of grassroots volunteer activists created after the Sandy Hook school shooting. Together, they formed Everytown for Gun Safety, now the largest gun violence prevention organization in the country.

More than five million supporters of the organization – mayors, police chiefs, parents, teachers, students, and gun violence survivors – are making the case for common-sense public safety policies that respect the U.S. Constitution’s Second Amendment and reduce gun violence in communities across America. Mike supports this work with his personal funds.

In 2018, in the wake of the mass shooting in Parkland, Florida, Everytown helped lead the movement to enact stronger gun safety laws – in cities and states governed by Democrats and Republicans alike. Everytown supported the more than 850 sibling marches around the world on the day of the Parkland students’ March for Our Lives in Washington, D.C. By the end of 2018, the movement helped persuade 20 states to pass stronger gun laws. Everytown continues to push for vital policies to save lives.

“In the years before the Parkland shooting, we’d grown a movement that could bring together all Americans who wanted to take action. On a historic day in March 2018, more than two million of us marched to demand stronger laws, proving that we can stand up to the gun lobby.”

Shannon Watts  
Founder  
Moms Demand Action for Gun Sense in America

## Leading from the Front and Utilizing Advocacy and Lobbying

Mike believes that philanthropy has an important role to play in spurring progress on tough challenges – particularly issues that government has been unwilling or unable to address, but that cannot be ignored. That means not shying away from controversy and offering support to people and organizations who are fighting for change. Often that can mean using advocacy and rallying grassroots support.

Some challenges, like the epidemic of gun violence in America, are too important to ignore and, despite controversy, action has to be taken to save lives. Mike's support for Everytown has ensured continued progress, passing common-sense gun safety laws in states across the country. The organization's successes

have not come easily. In Missoula, Montana, the state attorney general blocked the enforcement of a city ordinance requiring background checks for gun sales. In Seattle, Washington, the NRA and the Second Amendment Foundation sued the city for passing responsible gun-storage laws. In both cases, Everytown took up the case in court – and, in 2018, won favorable rulings.

Everytown embodies Bloomberg Philanthropies' approach of leading from the front and using advocacy to make progress. As a result, despite the opposition, an entire grassroots movement of volunteers, survivors, and activists has driven more states to enact life-saving policies to keep more people safe.

Mike Bloomberg, Mayor Jenny Durkan of Seattle, Washington, and Moms Demand Action for Gun Sense in America Founder Shannon Watts meet with gun safety advocates in Seattle.





What have you found?

Materials

From making copper

From shaping the copper

The finished object

1 cast copper artefact

1

1





# Bloomberg L.P.

“Like many, my loyalty to the company is not only down to my passion for our business – it’s also driven by my belief in the impact Bloomberg has through its philanthropic work.”

Lucy McGuinness  
Analytics  
London

## Global Reach, Local Impact

Corporate Philanthropy at Bloomberg advances the company’s long-standing tradition of serving local communities and giving back. In 2018, employees participated in service opportunities in their communities across 88 cities in 52 countries and regions. The Corporate Philanthropy

team’s work strengthens the company’s core values of diversity and inclusion, sustainability, and wellness. Programs across Bloomberg L.P. work in alignment with Bloomberg Philanthropies to support the arts, education, the environment, human services, and public health.

# 2018 by the Numbers



**12,345**

Employee Volunteers



**161,798**

Volunteer Hours



**52**

Countries and Regions



**88**

Cities Engaged



**38,312**

Care Packages Assembled



**948,285**

Meals Served / Prepared



## Supporting the Next Generation

### Bloomberg Media Initiative Africa (BMIA)

The Bloomberg Media Initiative Africa works in countries across the continent to train financial journalists, strengthen the media industry, and convene business and government leaders to promote market transparency and accountability. The initiative provides financial journalism training and fellowships to mid-career professionals and convenes forums to help deliver high-quality financial journalism and promote sound economic development across Africa.

Building on the success of the training program in Nigeria, Kenya, and South Africa, the initiative is expanding through new partnerships with universities in Ghana, Tanzania, Zambia, Cote d'Ivoire, and Senegal.



Reporters at the BMIA Journalism Training Program delegate orientation launch in Lusaka, Zambia.



BMIA Journalism Training Program launch in Accra, Ghana.

“Giving back has always been a core part of who we are as a company. And every Bloomberg employee, in every one of our offices, makes it possible for Bloomberg Philanthropies to help people around the world lead longer, healthier lives.”

Mike Bloomberg

Bloomberg L.P. volunteers in São Paulo, Brazil, help paint a project with Habitat for Humanity organizers.

## **Bloomberg Startup and the Fortune Fellowship at Bloomberg**

Bloomberg Startup is the company's global mentoring program. Designed and led by Bloomberg employees in collaboration with nonprofit partners, the program supports academic achievement and prepares students for further education and future careers, especially in STEAM (science, technology, engineering, the arts, and mathematics).

In its fourth year, the program has grown to include more than 3,560 employee mentors volunteering at workshops in 41 cities across the globe, including Cape Town, South Africa; London, United Kingdom; Lugano, Switzerland; Pune, India; San Francisco, California, United States; Singapore; and Washington, D.C., United States.

In 2017, Bloomberg Startup launched its 35 Scholars program, which provides funding for college to 35 high-achieving, lower-income students from around the world. Now in its second year, the program also offers the scholars an opportunity to apply for summer internships at Bloomberg. The scholarships are funded thanks to 59 employee volunteers who chose to support it with their "Dollars for Your Hours" – a Bloomberg initiative that provides grants to nonprofits where employees regularly volunteer and other close nonprofit partners.

Bloomberg L.P. also works in partnership with the Fortune Society to provide career training for justice-involved individuals to help them successfully return to the workforce. The Fortune Fellowship at Bloomberg, a 16-week biannual program, gives fellows the chance to develop professional skills, expand their networks, and increase their access to job opportunities. In 2018, 19 Bloomberg Fortune Fellows graduated from the program after having worked in one of the seven divisions within Bloomberg. Since the launch of the program, 29 of 31 participants have completed the program and 86 percent of graduates are employed full-time.

In summer 2018, Bloomberg Startup recruited **159** interns from its nonprofit partners to work in nine Bloomberg offices across three regions

Bloomberg L.P. mentors host students at its offices in Frankfurt, Germany, through the Bloomberg Startup program.

“My fellowship at Bloomberg allowed me to see what I was really capable of. I took the time to watch and learn from managers, received advice from fellow colleagues, and had a great mentor and role model... so even after my fellowship ended, I was able to consult her for advice on interviewing and she helped me strategize next steps.”

**Clyde Meertens**  
2018 Fortune Fellow  
Bloomberg New York

After graduating from the fellowship, Clyde Meertens is now working full-time in restaurant management.



Opened in early 2019, The Shed is a new cultural center on New York City's Far West Side that commissions original work across all creative disciplines, for all audiences. The Bloomberg Building, named to honor Mike's leadership in supporting this project and promoting arts and culture across the city, is a uniquely adaptable, movable structure. With a special focus on cultivating attendance and expanding opportunities for early-career artists, The Shed aims to create a welcoming, responsive space for future innovation in the arts.

# Bloomberg Philanthropies

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The undergraduate students on the front and back covers are Johns Hopkins University Bloomberg Scholars from the classes of 2019 and 2020. This program helps to ensure that the brightest of the next generation - no matter where they come from - can make progress on some of the world's greatest challenges.

