The San Francisco Mayor's Office Of Civic Innovation

A START-UP
CALLED
GOVERNMENT

OUR FIRST YEAR IN RETROSPECT

INNOVATE**SF**

"The need for innovation in government has never been greater, and we must work with our greatest resource – our human capital – to find new solutions to our City's challenges. San Francisco is home to some of the world's greatest talent, and together we can make government more accountable, accessible, and responsive."

— *Mayor Lee*

Mayor Lee Profile

+ Chair of the U.S. Conference of Mayors' Tech and Innovation Task Force[1]

+ Oversaw unemployment drop from 9.6 percent in January 2011 to 6.5 in February 2013

+ Appointed the City's first Chief Innovation Officer

+ Supported crowdfunding in the JOBS Act[2]

+ Strong proponent of Proposition E[3]

+ First Mayor to publicly oppose SOPA/PIPA[4]

[1] The Task Force identifies mayoral innovation and technology priorities, informing and advising the work of mayors, Congress, and the Administration.

[2] Passed in April 2012 to support entrepreneurship, the JOBS Act grants the U.S. Securities and Exchange Commission greater oversight of crowdfunding to help reduce investor fraud.

[3] Winning by 70.6 percent, Prop E eliminated payroll tax in favor of revenue-based tax.

[4] In attempt to protect against copyright infringement and IP theft, the unsuccessful SOPA / PIPA threatened to censor activity and inhibit innovation.

A Letter from the Mayor

I am a firm believer that the spirit of innovation drives economic growth, solves our toughest civic challenges, and creates a better San Francisco for all of our residents. San Francisco is the Innovation Capital of the World because of our unique culture and the diversity of our residents. In every corner of our 49 square mile City, chance encounters create new opportunities for idea sharing, collaboration, and new partnerships - whether it is at a coffee shop, co-working space, startup incubator, or at City Hall.

In 2012, I was sworn in for my first full term as Mayor, pledging to seize the Year of the Dragon to make bold decisions for our City's future. I put forward a 17-point jobs plan and embraced innovation - even disruption - to get residents back to work and tackle some of our greatest challenges. I brought Jay Nath into the heart of the Mayor's Office and appointed him as San Francisco's first Chief Innovation Officer to join me in improving City government.

Together, Jay and I are working to improve the relationship between residents and government and to increase collaboration, because, often times, the best ideas come from outside of City Hall. Incorporating lessons from the private sector, we are making government more user-friendly and taking new, and sometimes risky, approaches to providing better services for residents and business owners. We are collaborating with the private and social sectors, engaging volunteers, designers, and developers in thousands of hours of community service through hackathons, design charrettes, and new forms of civic participation. By opening up City data and creating new channels for residents to voice their concerns and share their ideas, we are also making government more transparent and accessible.

Innovation, at its core, is not only about technology. It is about people being empowered to take risks. I aim to create an environment, both in and outside of City Hall, that embraces bold ideas and helps see these ideas through. I am proud to share our accomplishments from 2012 and look forward to even greater impact in the years ahead.

Mayor Edwin M. Lee

Local governments across the country are changing. Forward-thinking public servants like Jay and Shannon are leveraging technology to **innovate** the way our cities work. It is through partnerships and networks that we create this change, because networks can do what individuals can't, and our ambitious vision will only be realized by working together.

San Francisco has been an important partner in Code for America's mission to change the citizen experience. I look forward to further solidifying relationships across government and working with our community to make government more connected, lean, and participatory.

— Jen Pahlka, Founder & Executive Director, Code for America

Harnessing the power of the web, **Code for America** works with cities, government officials, citizens, community groups, and startups to create new opportunities for public service inside and outside of government.

A NEW GOVERNMENT INTERFACE

The Mayor's Office of Civic Innovation was established shortly after the appointment of San Francisco's first Chief Innovation Officer in January 2012. We are a small team with limited financial resources working to transform government for the 21st century. Leveraging best practices from our experience in the private sector, we focus on creating as much value as possible with little or no capital cost.

CITIZEN ENGAGEMENT

Channeling the passion and skills of San Francisco residents is a powerful tool in addressing persistent civic challenges. As great ideas often come from outside of City Hall, each citizen, organization, and government employee is an essential component in our City's innovation ecosystem. It is critical that we work together to create new approaches to problem-solving for a better San Francisco.

IMPROVE SF

In April 2012, we launched ImproveSF.com, an online platform that connects community problem solvers to civic challenges, fostering creativity and collaboration between citizens and their local government. To increase participation and drive use of the platform, we created incentives for challenge participants and winners. Over eight months, thousands of participants contributed over 4,000 ideas and 15,000 interactions across seven challenges that addressed issues such as transit efficiency, food justice, and neighborhood revitalization.

JAY NATH
Chief Innovation Officer
@jay_nath

Jay Nath works with the tech community and the public to help make government become more transparent, efficient, and constituent-focused. Jay applies modern, agile thinking to government administration, focusing on "lean government" as a platform for innovation. Prior to 2012, Jay was the Director of Innovation at the Department of Technology, where he established the nation's first open source software policy for a city government. He also authored open data legislation mandating City departments to make nearly all non-confidential datasets available to the public via DataSF, the City's open data portal. Prior to becoming a civil servant, Jay Nath worked at SquareTrade as a senior product manager and at PricewaterhouseCoopers as a senior consultant.

"We are working to change how people view their relationship to government so that active participation is the new normal. It's through greater engagement and enrolling citizens in the process of creating new solutions that we can drive greater trust in government."

SHANNON SPANHAKE
Deputy Innovation Officer
@shannonspanhake

Shannon Spanhake works to drive economic growth and government efficiency through innovation. She spearheads Living Innovation Zones and launched ImproveSF. com, amongst other projects. Prior to joining the Mayor's Office, she worked at a startup founded with her patented civic technology. Spanhake has been recognized in "100 Women Innovating Science and Technology" by the Grace Hopper Foundation and was a semifinalist in the Buckminster Fuller Inventor competition. She has worked in India, Peru, Mexico and other emerging economies to unleash the transformative power of innovation to solve complex problems.

"Cities are like living machines, and policy making in government is like writing the code that governs how a city operates. This city is the most complex machine I have ever had the opportunity to hack and it is what inspired my shift from the private sector to the public sector. #helloworld"

ECONOMIC OPPORTUNITY

We embrace the challenges of a fast-changing economic environment to create opportunities for San Francisco's workforce, to stay competitive, and to meet the demands of a best-in-class technology marketplace. In partnership with the Office of Economic and Workforce Development and organizations like sf.citi, **we drove economic growth and jobs in San Francisco ahead of national numbers.**
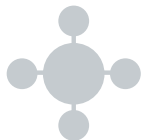
Lowest unemployment rate since 2008: down to 6.5% in February 2013 from 9.6% in January 2011

26,000 jobs created between July 2011 and June 2012

San Francisco is home to more than 1,800 tech companies that employ more than 42,000 people

Every high tech job results in more than four jobs created in the local goods and services sector

INNOVATION IN GOVERNMENT

We focus on fostering a culture of innovation across City government and working towards an adaptive, user-centric City Hall that is responsive to the communities we serve.

BUSINESS ONE STOP

In partnership with the Office of Small Business, the Office of Economic and Workforce Development, and the Department of Technology, we deployed License123. Helping entrepreneurs avoid days of administrative time, License 123 provides a complete library of operational permits and licenses required to establish a business in San Francisco.

OUR STRATEGIC APPROACH

The Platform Play
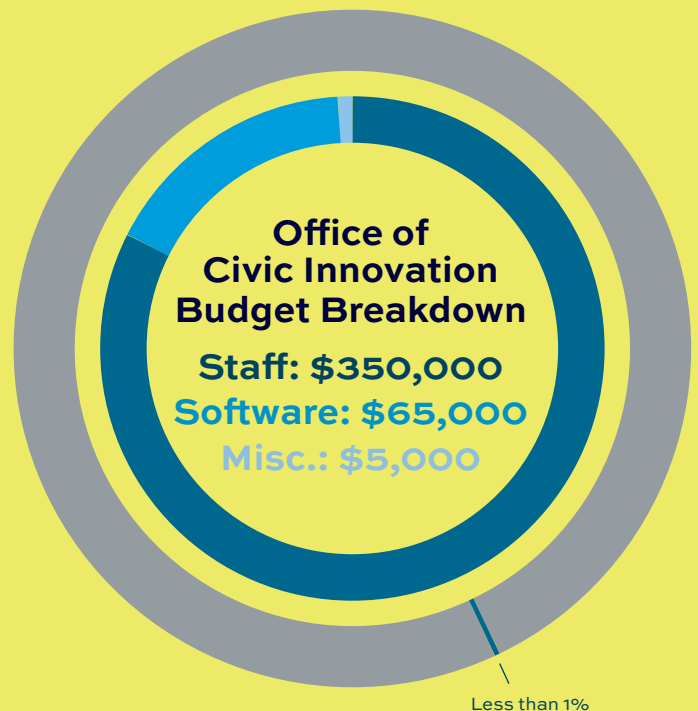Invest in innovations that serve as platforms from which other innovations can launch.

Leverage and learn from our network
Strengthen existing relationships and cultivate partnerships to support initiatives and expand capacity.

Iterate forward
Make small bets, take calculated risks, and create minimum viable products.

BUDGET

Office of Civic Innovation Budget Breakdown

Staff: $350,000
Software: $65,000
Misc.: $5,000

Less than 1%

Total Office of Civic Innovation Budget: $420,000

Total SF City & County Budget: $6.8 Billion

I launched sf.citi shortly after Mayor Lee appointed Jay Nath as the City's first Chief Innovation Officer. In 2012 we worked in collaboration with Jay, Mayor Lee, Chief of Police Greg Suhr, and the Board of Supervisors, making tremendous strides in improving public safety, education, transportation, and job creation. We look forward to deepening our **unique partnership** with City and community leaders in the years to come, as we collectively create a lasting, positive impact on San Francisco.

— *Ron Conway, Chairman, sf.citi*

sf.citi (San Francisco Citizens Initiative for Technology and Innovation) is a 501(c)6 organization created to leverage the power of the technology community around civic action in San Francisco.

INITIATIVES & INNOVATIONS

IMPROVE SF

ZENDESK FOOD JUSTICE CHALLENGE

Bringing together the public, private, and social sectors to address the lack of availability of healthy food for residents in Central Market, we hosted a community panel at Zendesk with local nonprofit organizations and civic leaders. **The subsequent Food Justice Service Design Jam, held in collaboration with SF-based service design firm Adaptive Path, resulted in 109 ideas submitted to ImproveSF, ranging from innovative food trucks to educational cookbooks and food rescue apps.**

LIBRARY CARD CHALLENGE

In honor of National Library Card Month, we launched an ImproveSF challenge with the San Francisco Public Library to crowdsource the redesign of the San Francisco Public Library cards. San Franciscans of all ages were encouraged to submit original artwork for consideration. The judging panel selected a winner from each category, whose artwork would be featured on San Francisco library cards issued in 2013. Judges included author Lemony Snicket, artist Sirron Norris, San Francisco City Librarian Luis Herrera, and several others. **By collecting submissions through ImproveSF, we dramatically increased the number of designs submitted, resulting in 3,500 total entries.**

OPEN DATA

DATASF

data.sfgov.org

San Francisco was one of the first cities to build an **open data platform** after the White House opened federal data in 2009. **DataSF** is a platform that allows San Francisco to share its data publicly. **This low-cost, high-impact resource has resulted in the public availability of 524 machine readable datasets** and has created large-scale public benefit, enhancing government transparency and supporting cost-effective development of new applications and civic tools.

Joseph Thomas, Mid-Market resident and winner of the Food Justice Service Design Jam, won a "Dream Day in San Francisco" for his idea, Loaves & Fishes, which proposed to redistribute excess food from farmer's markets to those in need of healthy food.

LEGISLATION

In October, we introduced revisions to existing open data legislation to strengthen San Francisco's landmark policy. The revisions provide for the appointment of a Chief Data Officer, who would be responsible for sharing City data with the public, facilitating the sharing of information between City departments, and analyzing how data sets can be used to improve decision making. The legislation would also mandate that every department designate an Open Data Coordinator to help promote and establish common open data standards. In addition to mandating interdepartmental sharing of data, the new legislation would encourage private sector companies, nonprofit organizations, and universities to contribute their data to the City's open data portal, Data SF.

OPEN DATA HIGHLIGHTS

SUSTAINABLE COMMUNITIES INDICATORS

The Department of Public Health's Sustainable Communities Indicators measure progress towards a healthy city based on its environmental, transportation, housing, community, public realm, education, and economic indices. The indicators have been used to inform **HOPESF, an initiative to rebuild San Francisco's distressed public housing sites, and to guide development in the eastern neighborhoods of the Mission, Potrero Hill, and SOMA.** Traditionally used across civic agencies, the dataset was publicly released on DataSF, further supporting cross-sector innovation and community engagement.

100PLUS

Powered by the City's open data, 100Plus launched a personalized health prediction application that highlights opportunities, activities, and locations that encourage healthy living in San Francisco. The application complements recommendations with data collected from the federal government and people who have already completed those activities. **100Plus shows how data analytics and game mechanics built from open data can lead to small changes in behavior that result in a longer and better life.**

SF RECREATION AND PARKS APP

Using public datasets, the Recreation and Parks Department and Appalicious, a San Francisco-based mobile commerce company, launched a new mobile application to help residents and visitors find

"Making City data available to everyday citizens will help government explore new solutions to old challenges. Changing our open data policies will unleash the creativity of the private sector so they can help us improve City services that impact our lives, from transportation, to how we access our parks, to how we request services."

— Mayor Lee

nearby parks, playgrounds, museums, facilities, and restrooms. **Demonstrating how open data efforts catalyze innovative business opportunities, Appallicious plans to expand the app's functionality to service other agencies and municipalities by facilitating financial transactions.**

MOTIONLOFT

Motionloft is a real-world analytics company that uses a sensor network to track real-time information about how people move around cities and was the first company to contribute datasets to the City's open data portal. **Its anonymous, real-time data collected from 18 neighborhoods around the City helps address vacancy issues and allows businesses to make data-driven decisions**, exhibiting how open data can be used as a business development tool.

HACKATHONS

Through a series of hackathons, we brought together an array of disciplines to address community needs, committing as many as 10,000 hours of community engagement to ideating and building solution-driven projects. By partnering with organizations to host hackathons, we pair ideas born from these events with the necessary assets and networks to turn concepts into deployable prototypes.

CREATIVE CURRENCY

creative-currency.org

To address chronic issues of blight in Central Market, we partnered with American Express, GAFFTA, and the Hub Bay Area to launch Creative Currency. **Collaboration Weekend attracted 200 participants and set the stage for the rapid prototyping of 12 community-centered projects around new economic principles of exchange.** The projects ranged from alternative finance to time banking. Over the course of four months, four winning projects were provided continued mentorship, acceleration, and $15,000 in collective funding. The projects were then presented on a panel at the internationally renowned impact investment conference SOCAP.

Trust Score leverages informal networks and relationships to enable engagement in the formal economy, using trust as a form of currency.

YourSQFT repurposes underused commercial spaces in Central Market.

Bridge is a platform that facilitates real time information exchange and action essential for low-income and homeless individuals in Mid-Market.

RefreshSF promotes public health and builds awareness of homelessness by crowdfunding a series of public wash stations and phone charging stations.

TAXI UNHACKATHON
bit.ly/SFtaxiUN

At any given time, 50 percent of San Francisco's cab fleet are on the streets without passengers. In February 2012, we collaborated with the California College of the Arts and Mix & Stir Studio to host the SF Taxi and Mass Communication Challenge, a 24-hour hackathon to prototype technology solutions for the City's taxi distribution and transit communication problems. Incorporating lessons learned from the event, the San Francisco Municipal Transportation Agency issued a Request For Information for a real-time taxi dispatch referral and information system, for which we are conducting user research and policy analysis. With this information, we will provide an API of taxi dispatch information, which companies will be required to make available pending approval of new legislation.

HACKS

SMART MUNI
smartmuni.org

Hackathon: Summer of Smart (2011)
Team: Emily Drennen, Peter Enzminger, Zach Erbe, Winnie Fong, Matthew Kroneberger, Eden Sherry, Judy van Soldt

SMARTmuni is a location-aware software that solves data flow problems for San Francisco's complex transit system, accessing and compiling real time vehicle location information to avoid delays and help operators run MUNI more efficiently.

ARTHERE
arthere.org

Hackathon: Summer of Smart (2011)
Team: Sam Bower, Mark Grothman, Jim Hovell, Jennifer Parker, Lauren Sinreich

ArtHERE crowdsources urban revitalization through the matching of spaces and art.

YourSQFT
yoursqft.com

Hackathon: Creative Currency (2012)
Team: Emily Eisenhart, Patrick Keenan, Bonnie Puckett,Tina Santiago

SQFT connects entrepreneurial renters with short-term leases and labor in San Francisco's Mid-Market neighborhood.

SMART SF

SF PUBLIC UTILITY COMMISSION & PARADOX ENGINEERING
bit.ly/SFPUCpe

The San Francisco Public Utility Commission (SFPUC) partnered with Paradox Engineering, a Swiss high tech company specializing in advanced smart city solutions, to replace existing street light poles with dimmable, integrated wireless controlled LED luminaires. The pilot project was expanded to include electric vehicle charging stations, electricity meters, and traffic signals. Remote monitoring and real-time data are expected to result in a 60 percent savings in electricity and maintenance costs. This partnership shows how companies can work with city halls to demonstrate the benefits of their solutions.

ENTERPRISE ZONE HIRING TAX CREDIT WEB APP

The Enterprise Zone is program of the State of California that started in 1997 to provide tax credits and other incentives to encourage business investment and the creation of new jobs. The San Francisco Enterprise Zone Hiring Tax Credit web app launched

in November to bring the traditionally paper-based program online, helping businesses reduce costs in paper and postage, archive storage, personnel, human data entry error, and processing time.

YAMMER

The City currently uses multiple modes of internal online communication, which can create challenges for effective team collaboration. We are piloting Yammer, a secure, private, real - time social network that helps City employees collaborate and make decisions more efficiently. It is a new way of working that naturally drives business alignment and agility, reduces cycle times, engages employees, and improves relationships with customers and partners.

OCTOBER AS INNOVATION MONTH

Mayor Lee declared October as Innovation Month to highlight the importance of innovation and celebrate the individuals and institutions driving innovation in San Francisco.

OpenCoSF
October 11 – 12, 2012

Part conference and part festival, OpenCoSF featured 85 local companies who opened their doors to the public to host talks and workshops, giving visitors and residents a look into the visions and values that enable these companies to be among the most innovative in the world.

URBAN PROTOTYPING FESTIVAL
October 20, 2012

Focusing on the intersection of digital hackathons and urban place making, we partnered with Gray Area Foundation for the Arts, 5M project, and Intersection for the Arts to host 23 open source, scalable, interactive projects that reimagined the public realm on the streets of San Francisco. UP will scale to other major cities around the world in 2013.

MEETING OF THE MINDS
October 9 – 11, 2012

The 6th annual Meeting of the Minds global leadership summit emphasized leadership that enables innovation and breaks down silos. Visionaries from around the world engaged in idea-sharing on how to make more sustainable cities using smarter design tools, sounder environmental practices, and cleaner energy systems. Mayor Lee, Jay Nath, and the Department of the Environment's Director, Melanie Nutter, were among the City leaders to speak at the event.

CODE FOR AMERICA SUMMIT
October 1 – 3, 2012

The Code For America Summit is an annual invite-only gathering where diverse leaders and innovators in civic technology share visions and opportunities to improve access, effectiveness, and participation. Mayor Lee and Mayor Michael Nutter of Philadelphia, among other pioneers in the field, led participants in a conversation to determine the collective vision for civic technology going forward.
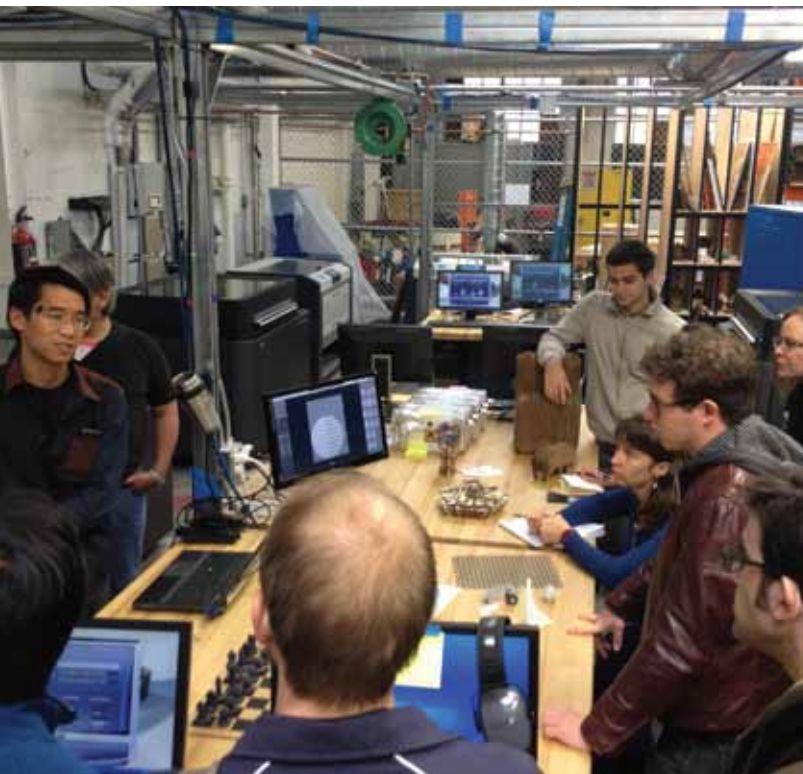
"Innovation is not just about technology – it is about addressing our City's challenges creatively and effectively, with the inclusive leadership of our public and private sectors."

— *Mayor Ed Lee*

CHALLENGE AMERICA SUMMIT
October 19 – 20, 2012

The Challenge America Summit brought together innovation leaders to explore how competitions can create revolutionary advancements in technology, ignite social change, and drive large-scale innovation. The event culminated in NASA announcing the Night Rover Challenge, encouraging and supporting Americans to contribute bold advances in energy storage technologies.

WESTFIELD LABS & INNOVATESF CELEBRATION LAUNCH
October 11, 2012

Commemorating its launch, Westfield Labs, The Westfield Group's global retail ecosystem lab, hosted Innovation Month's inaugural celebratory party. Presenters included Joe Gebbia, airbnb's Founder and Chief Product Officer, and Todd Ruffo, Director of the Office of Economic and Workforce Development. Remarks recognized the community and key influencers driving innovation across technology, retail, media, and government in San Francisco.

GREENSTART DEMO DAY
October 30, 2012

Greenstart is a San Francisco-based venture firm and design studio for digital clean tech companies. Demo Day is a showcase of Greenstart's latest investments and an opportunity for four startups to pitch their business and technology to 200 Silicon Valley investors. Presenting startups included:

Root3, a cloud-based energy software provider that reduces energy costs for facilities on large campuses like hospitals, universities, airports, military bases, and manufacturers.

Kiwi, a solar power company that launched "JuiceBox," a new model of residential solar systems that are designed to make systems affordable enough for homeowners to purchase outright.

Liquid, a peer-to-peer bike lending marketplace.

People Power, a mobile app and cloud services company that specializes in the growing network of connected devices that go beyond phones and computers to less obvious objects like refrigerators, consumer packaging, front doors, and power strips.

San Francisco is a city filled with interesting people applying new methodologies to live, work and play. It is a melting pot of ideas, talents, and interests that combine to create one of the most exciting atmospheres in the world. With our hackers, artists, **entrepreneurs, innovators,** and **creative coders,** there is no place like San Francisco.

Amazing things happen when creative people work together. The Mayor's Office of Civic Innovation truly serves as the connective tissue between San Francisco's ecosystem of innovation and its government, bringing the most current and innovative thinking and new approaches to urban communities.

— Peter Hirshberg, Chairman, GAFFTA and CEO, RE:imagine Group

Gray Area Foundation for the Arts (GAFFTA) works to advance the creative use of technology to experiment and explore new solutions to social challenges through its research, education, and public programs.

INNOVATION IN 2013

Developing strong partnerships and understanding the needs of the tech community is the cornerstone of our work and will continue to be a priority throughout 2013. Building on achievements from our first year, we will move forward on existing initiatives and seek new opportunities to strengthen San Francisco's position as the Innovation Capital of the World:

Living Innovation Zones

Inspired by the success of our open data initiative, we are now asking, "What other assets does the City have that can be opened?" To help our entrepreneurial community **improve the City's underutilized spaces,** Living Innovation Zones will declare various assets and geographic zones throughout the City for prototyping and demonstrating innovations. For example, could our rooftops be used for solar panel testing or our light poles for sensor network demonstration?

Civic Marketplace

How do we scale prototypes from hackathon to market? The Civic Marketplace aims to eliminate some of the traditional hurdles and make civic solutions more sustainable.

Business One-Stop

With over 90 different categories of businesses in San Francisco, the current permitting process is a significant barrier to entrepreneurship. Business One-Stop is an ongoing initiative to help the City's business community **gain clarity around the process of starting a new business**. As the first phase, we launched License123[1], a complete library of permits and licenses, and we will continue throughout 2013 to define and address new areas of improvement in the business regulation process.

Culture Change

Innovation cannot thrive in a single office. It needs to live throughout the larger City ecosystem in order to create meaningful disruption. Our **Innovation@Work** speaker series will introduce concepts like customer-centric design, agile development, and user experience and apply them to the work being done in government agencies to help them streamline and take strategic risks. **By promoting new problem-solving methodologies and building collaboration** across City departments and through public-private partnerships, we will build **a culture of innovation that makes bold ideas grow into reality**.

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1 See page 7 for more information on License123.

Open Gov
Make City administration transparent & participatory

Economic Development
Create jobs & markets

Engagement
Collaborate with citizens, non-profits, the private sector, & City departments

Urban Revitalization
Strengthen neighborhood resiliency and well-being

SmartSF
Engineer an efficient, responsive, & sustainable San Francisco

A Letter from the Chief Innovation Officer

As we look to 2013 and beyond, we invite you to join us as we reimagine City Hall for the digital age. New technologies and innovations have created more opportunities than ever before to transform government into a more responsive, agile and efficient enterprise. Yet with these advances, there is a significant gap between the cultures of innovation in the public and private sectors. We need your help in bridging this gap and creating a culture in government that is willing to challenge the status quo.

We believe in making the walls of government more permeable and inviting citizens to become a part of the ecosystem that will transform how we run City Hall. We need a government that is willing to take smart risks and celebrate both successes and failures. We need a government that thinks and acts like a startup: scrappy, hungry, lean, and full of world-changing ideas. Most importantly, we need a government that not only serves the people but invites them to co-create new solutions.

This is our new form of civic engagement. This is public service 2.0. So, we ask you – the hacker, the entrepreneur, the designer, the artist, the changemaker – to join us as we rethink government for the 21st century.

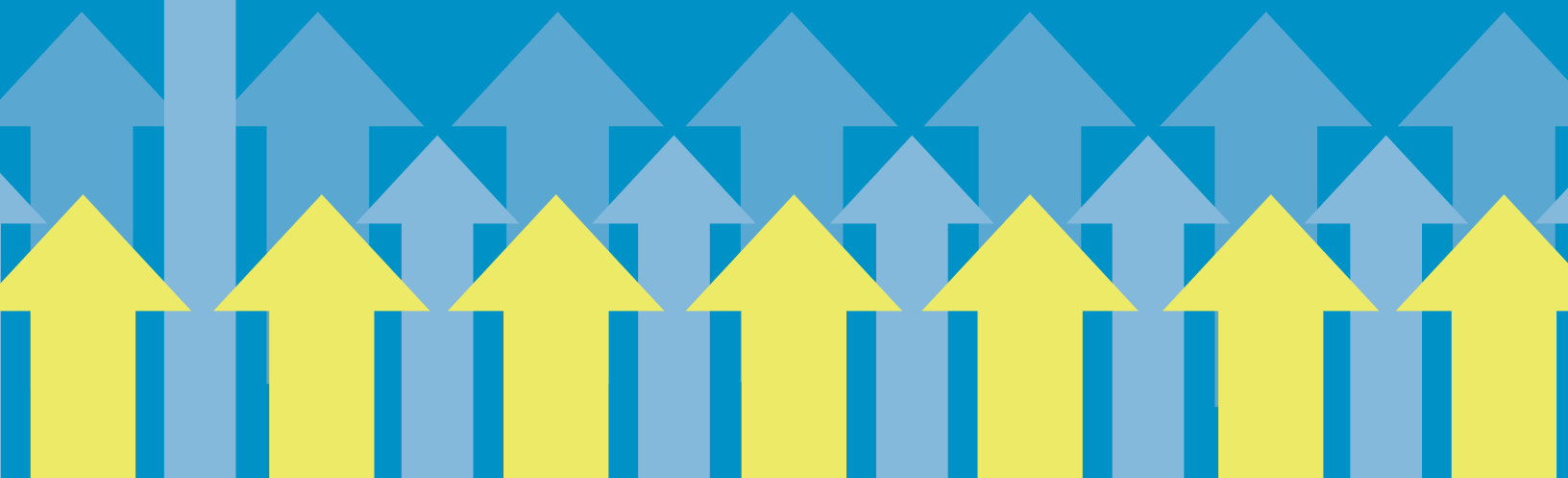Jay Nath, Chief Innovation Officer
Office of Mayor Edwin M. Lee

PARTNER with us
Catalyze innovation

JOIN the team
Become a disruptor

FUND initiatives
Bring innovation to life

Find out more at
innovateSF.com

Follow us on Twitter @SFMOCI