



PUBLIC innovation

Pilot Project Design Brief

Public Innovation
*is a champion of
and catalyst for
public sector innovation
in the Sacramento region.*

Version 1.2
August 14, 2012

// RELEASE NOTES

v1.0 August 3, 2012

- Initial Release

v1.1 August 13, 2012

- Fixed typos, increased conciseness, toned down language unintentionally critical of the public sector

v1.2 August 14, 2012

- Rewritten as a “Project” Design Brief that proposes a one-year pilot project instead of a nonprofit organization

You may always find the latest version at:

publicinnovation.org/design

// CONTENTS

About this Brief	4
In Short	7
Architecture	10
Methods	11
Deliverables	16
Budget	17
Theory of Change	18
Avoiding Pitfalls	19
A New Culture	20
FAQ	21

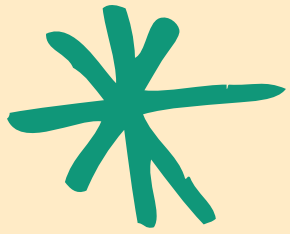


// ABOUT THIS BRIEF

What you are about to read sets forth a vision and asks you to help refine it in an unprecedented effort to transform Sacramento, shape the future of the public sector, and improve humanity in the process.

As a "design brief," the core purpose is to plan the architecture of a forthcoming pilot project. Drawing heavily from lean startup methodology, the document will be updated as stakeholder feedback is received.

This is an open invitation to those who want to co-create Public Innovation.



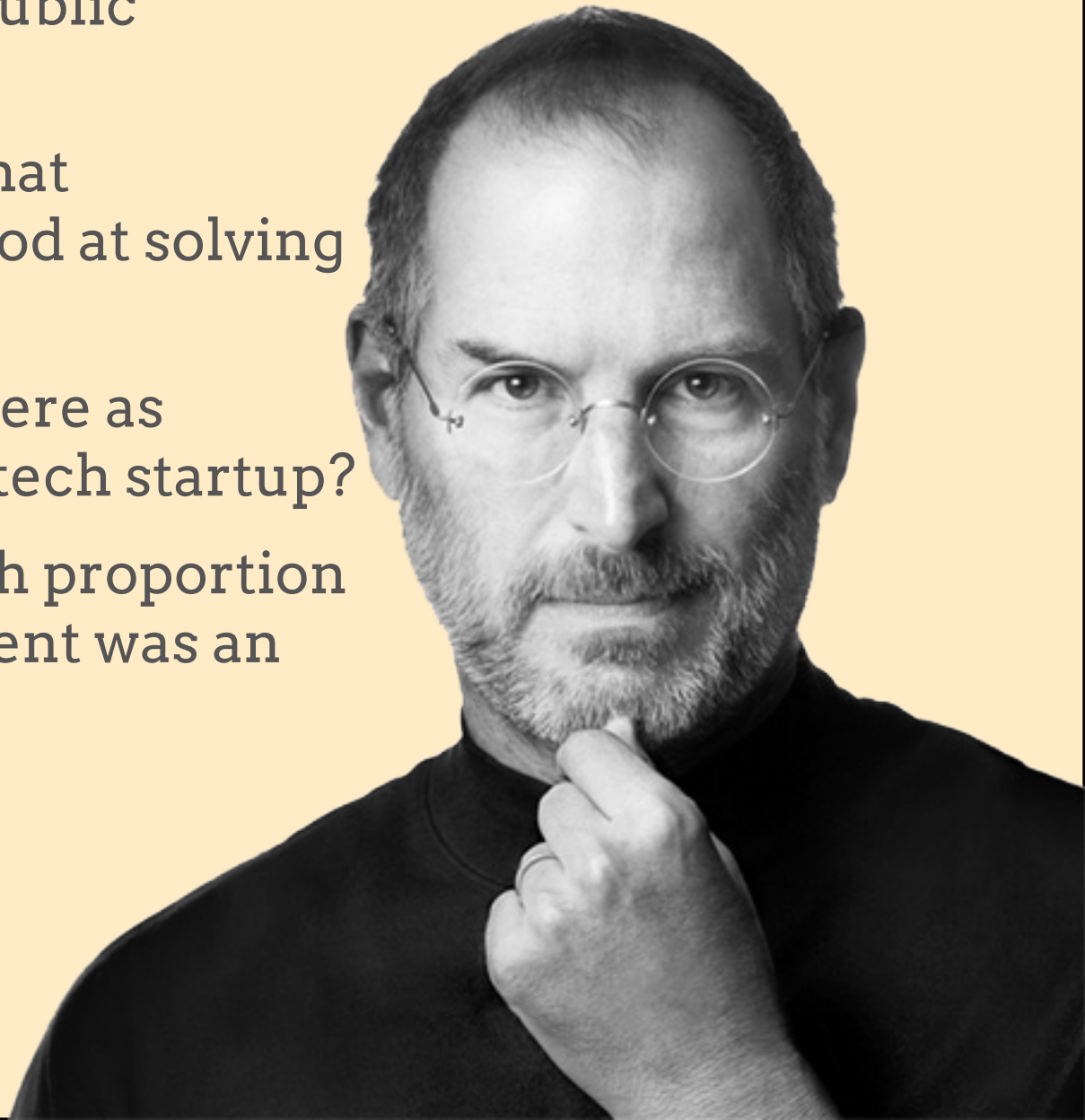
// ASK YOURSELF

What if Steve Jobs was a public administrator?

What if people believed that government was really good at solving problems?

What if public agencies were as attractive to work for as a tech startup?

What if Sacramento's high proportion of public sector employment was an asset to our region?



What if the Sacramento
region was a global
leader in public sector
innovation?



The Challenge

Nearly 30 percent of the Sacramento region's employment base comprises the public sector -- larger than any other region in the state. Over the next 10 years, that share is projected to remain constant. In contrast, the statewide portion of public sector employment is almost less by half at 16.6 percent.

The capital region's disproportionate share of public sector employment results from being the hub of state government. Although only 6 percent of workers in California reside in the Sacramento region, about one-quarter of state civil servants are based here. This fact is both a challenge and an opportunity.

While trust in all institutions has eroded over the past decade, trust in government has been particularly affected by this decline. Unfortunately, citizens view government as bureaucratic and inefficient. Yet, we're the ones who own and pay for it.

// IN SHORT

Share of Public Sector Employment
by Level of Government

2011

29.4%

16.6%

Local
11.5%

State
3.3%

Federal
1.8%

Local
12.1%

State
15.4%

Federal
1.9%

California

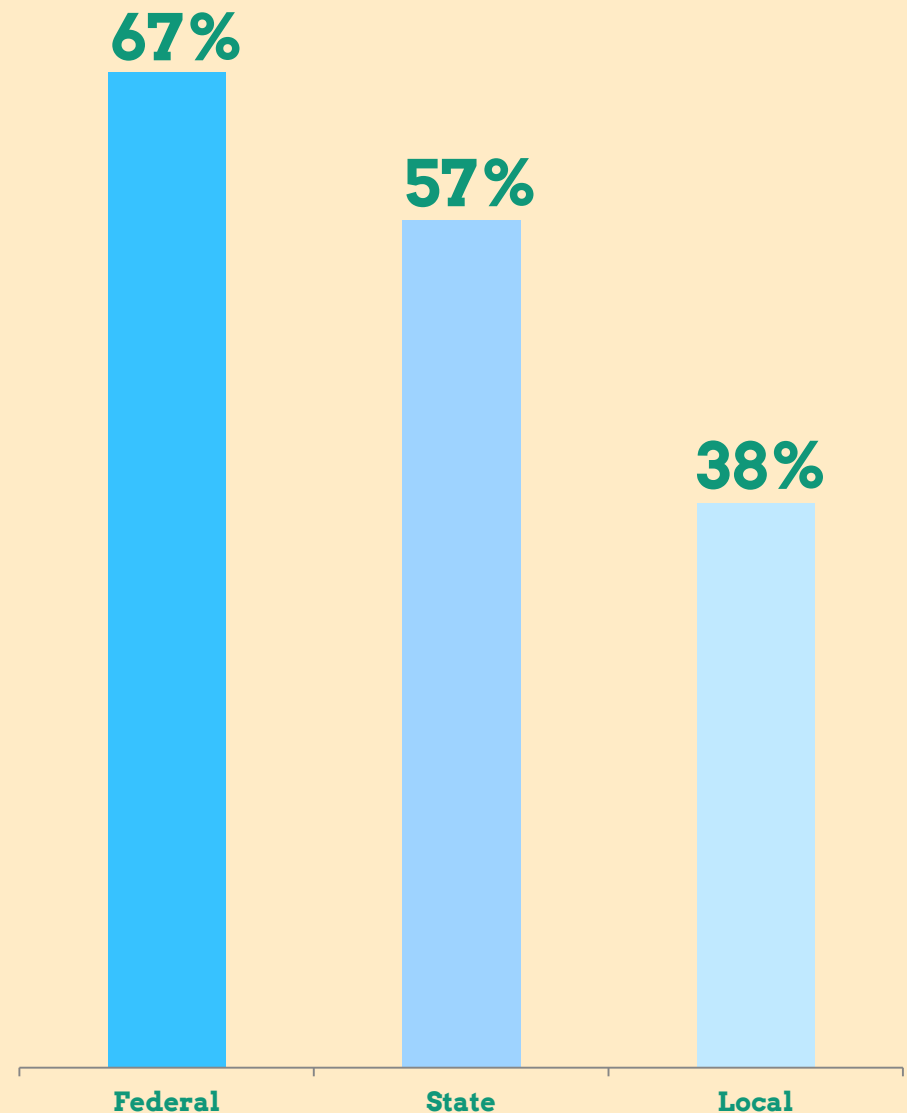
Sacramento County

According to the Public Policy Institute of California, strong majorities of Californians believe that the federal and state governments “waste a lot of the money we pay in taxes.” And while the number is slightly lower for local government, four in ten Californians perceive the closest level of government to them as wasteful.

Combined, a high concentration of public sector employment and lack of trust in government have major implications for the Sacramento region. This is an issue for both the private sector that wants a burgeoning regional economy and the human dignity of the 225,000 government employees who call Sacramento their home.

As regional leaders increasingly focus on innovation in the private sector to shape our future, we should not miss the opportunity to catalyze innovation in the public sector, too. In fact, no matter how innovative the Sacramento region becomes, the perception of Sacramento as a “government town” will damper our image unless we encourage and reward public innovators.

Percent who believe government wastes “a lot” of tax money

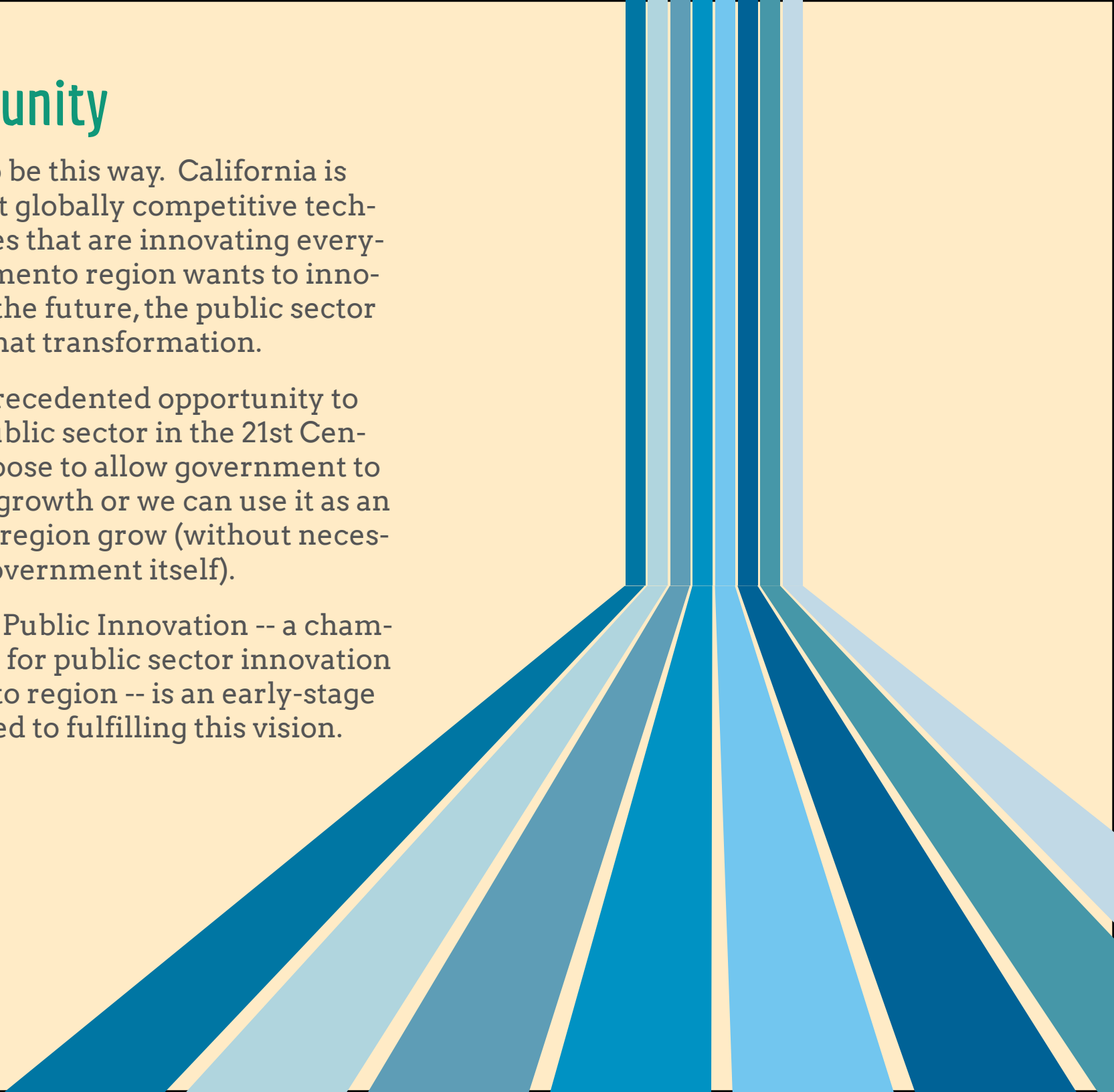


The Opportunity

It doesn't have to be this way. California is home to the most globally competitive technology companies that are innovating everyday. If the Sacramento region wants to innovate its way into the future, the public sector must be part of that transformation.

We have an unprecedented opportunity to reimagine the public sector in the 21st Century. We can choose to allow government to be a drag on our growth or we can use it as an asset to help our region grow (without necessarily growing government itself).

The time is now. Public Innovation -- a champion and catalyst for public sector innovation in the Sacramento region -- is an early-stage startup committed to fulfilling this vision.





// ARCHITECTURE

This brief proposes Public Innovation as a one-year pilot project that, if successful, would lead to a seven-year project with the following attributes:

Mission

To transform the culture of government by highlighting, encouraging, and rewarding innovations that result from creative thinking by elected leaders, public managers, and civil servants.

Vision

The Sacramento region will become a globally recognized public sector innovation hub by 2020.

Values

- Nonpartisan and not-for-profit
- Collaborative and inclusive
- Open and transparent

Goals

- Make the Sacramento region a global leader in public sector innovation by 2020
- Make working for government as attractive as working in Silicon Valley
- Improve public perception of and trust in government

Two Areas of Focus

1. Marketing and communications campaigns to drive awareness of emergent innovations occurring at public agencies throughout the Sacramento region.
2. A catalyst that accelerates further innovations in government through demand creation, collaboration, crowdsourcing, knowledge transfer, in-house capabilities, and external partnerships.



// METHODS

The work of Public Innovation begins and ends with the public. By leveraging the collective insights of government's customers, we will redesign the citizen experience. Similarly, as government red tape impedes private sector innovation, we will facilitate the co-creation of new solutions.

Communications Strategy

Public Innovation will leverage a full range of earned, paid, and owned multichannel assets. With a particular focus on digital marketing, we will optimize user experiences and fine tune our message through tiered market segmentation. That is, tailored communications and engagement invitations will reach the right audiences through strategic touchpoints that drive awareness of our brand and innovations in government.

Ultimately, our marketing strategy will be the necessary elixir for catalyzing further innovations in the public sector at an accelerated pace and positioning the Sacramento region as a global leader in designing the government of the future.

Catalyst Strategy

Beyond marketing and communications, Public Innovation will act as a laboratory for catalyzing, incubating, and accelerating further public sector innovations. As a promoter of do-ocracy, we will embrace a "just do it" culture instead of waiting for policymakers to act. The methods employed to fulfill this vision may comprise the following tactics:

Crowdsourcing. Crowdsourcing is a cost-effective method to solicit ideas and feedback by harnessing "the wisdom of the crowd." Ideas and feedback are best gathered by going to where people already are. This could not only be accomplished online, but also at live events hosted by groups and associations.

Open Innovation. While open innovation is similar to crowdsourcing, it is a more focused process that outsources specific innovation goals and objectives to groups and individuals. In contrast to crowdsourcing, open innovation comprises an end-to-end process, i.e., from inspiration to conception to reality.

Hackathons. Hackathons are competitions that typically comprise one to two full days. Participants arrive at the hackathon and split into teams. These teams are then given a specific problem to solve. The solutions are presented to a panel of judges and prizes are awarded to the winning team(s).

Interactive Town Halls. Town Halls are a more traditional approach to public engagement, but responses can now be optimized through the use of keypad devices that create live feedback loops and enhanced levels of engagement and interaction. This approach is most appropriate for non-tech savvy audience segments.

Human Centered Design. Human centered design is a form a design thinking -- an emerging trend in solving business problems. By employing creativity and empathy

-- tools used by designers, innovative solutions are developed that would not otherwise emerge. One key element in the design thinking toolkit is the use of rapid prototyping which involves testing beta versions in the field and quickly iterating prior to bringing the final product to mass market.

Seminars & Panel Discussions. To foster knowledge sharing and best practices, seminars and panel discussions are an appropriate approach to engage the expert and stakeholder segments. Similarly, this approach would support an effort to build a community of public innovators.

Innovation Awards. An innovation awards program would appropriately recognize the best achievements by practitioners in the region. Research suggests that such programs deliver significant results and can be an impetus for personal motivation and changing the culture of organizations.

Innovation Festival. To celebrate innovation in both the public and private sectors, a week-long annual innovation festival has the potential to bring much needed attention to breakthroughs originating in the Sacramen-

to region. The festival could consist of topical discussions each evening and culminate in a day-long summit with various panels and breakout sessions. Music and art would complement festival activities.

Fellowship Program. Critical to changing the culture of government will be instilling innovation into the minds of the next generation of public administrators. Fellows would be placed in public agencies throughout the region and share insights with each other in academic seminars. An alternative would be to partner with existing fellowship programs such as the California Executive Fellowship, Code for America, and Fuse Corps.

Innovation Lab. Located in shared workspace, Public Innovation could recruit teams of developers, designers, and business process analysts who are sponsored by organizations to develop a solution to a specific problem. These teams could produce turn-key applications that would then be used by public agencies and open sourced for others to re-purpose and scale.

Capacity Building. Later into its lifecycle, Public Innovation may evolve into a consult-

ing firm consisting of designers, policy experts, ethnographers, facilitators, and others to respond to requests for proposals (RFPs) and build public sector capacity at a competitive price point (given the assumed nonprofit status).

Practitioner Workshops. As new public policies are adopted at the federal, state, and local levels, Public Innovation could convene workshops to share innovative approaches to program administration and facilitate inter-agency dialogue to promote cross-jurisdictional collaboration.

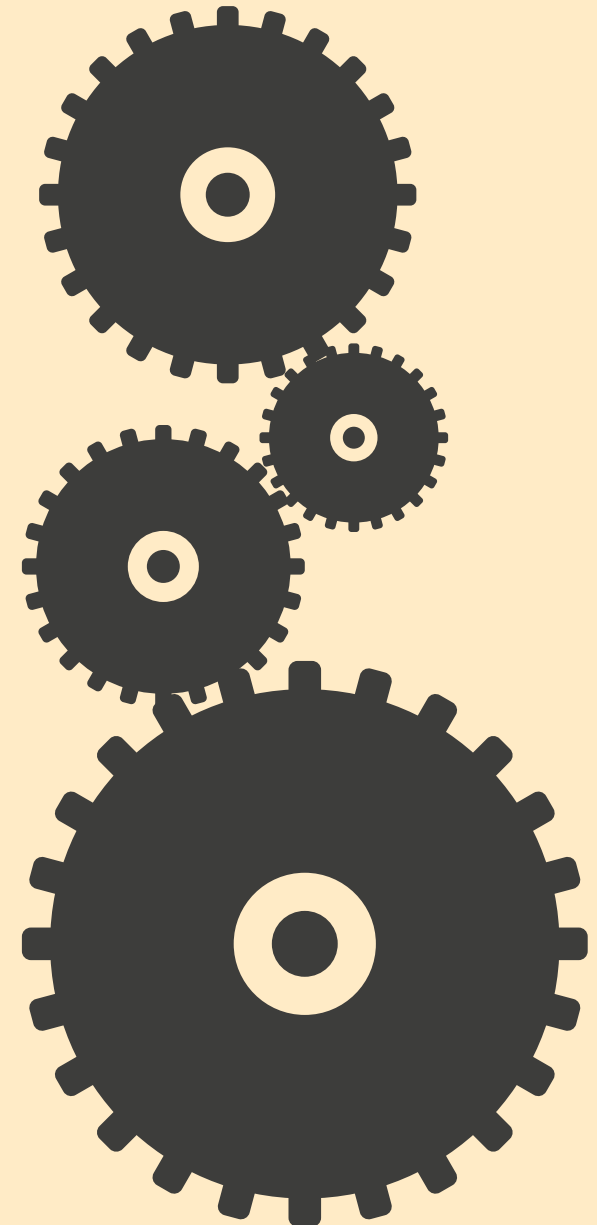
User Groups. To involve non-expert members of the public, the organization might enlist citizens to join a user group that would consist of volunteers who are willing to meet for an evening and provide feedback through usability testing of new public service designs and application prototypes. User group members would be compensated with food and beverages, along with gift cards for donating their time.

Public Agency Ratings. Public Innovation also could build a *Yelp! for Government* application that would break down information

asymmetries and highlight areas of needed improvement. Such a system also would provide an incentive for public agencies to focus on excellence. Of course, it would need to include mechanisms that protect the integrity of the application's core purpose.

Social Innovation Fund. The organization might consider managing an innovation fund that would provide resources in the form of grants to other nonprofits that are interested in tackling specific social problems through innovative approaches. One variation on this idea is the management of social impact bonds, which are a new method of bringing private sector capital into the social space while minimizing public sector risk.

Satisfaction Indicators & Benchmarking. Critical to bolstering the perceived value of value of public services, key performance indicators (KPIs) would help link government activities with quality of life issues in the public psyche. Through the right design, citizens would have their own dashboard to provide them with insights about how various metrics in the Sacramento region have changed over time, along with how we compare to other regions in the country.





“Wait a minute, this is way too ambitious! How do you expect to accomplish all of these things?”

The preceding methods are outlined to provide a sample of the types of activities in which Public Innovation would engage, particularly over the long-term. We propose a one-year pilot phase that will focus on early successes to help funders see the potential of Public Innovation and its value to the region.



// DELIVERABLES

Public Innovation would be launched as a one-year pilot project. During this phase, we would commit to being evaluated based upon our ability to deliver the following:

Marketing & Communications

To raise awareness, we will produce:

- A core website and social media assets
- 50 original blog posts
- 20 original video interviews
- Coverage in 3 regional print/online/TV stories
- Coverage in 2 national print/online/TV stories
- One op-ed in the Sacramento Bee

Community Building

To cultivate a community-driven effort to shape the future of the public sector in our region, we will:

- Form an advisory board consisting of experts and practitioners
- Build a database of 1,000 contacts
- Establish a network of peer organizations
- Hold one interactive Town Hall event
- Sponsor one Hackathon
- Host 2 Panel Discussions and one all-day Innovation Summit

Proof of Concept

To demonstrate our proof of concept, we will select a single public issue of which innovative problem solving would benefit. For example, we could facilitate the development of an online dashboard that streamlines the permitting process for projects that require the approval of multiple agencies across different jurisdictions.



This brief proposes an initial pilot phase operating budget of \$160,000 for Fiscal Year 2013. This, of course, is just an estimate and the actual budget would be contingent upon input and direction from early-stage funders.

Public Innovation would be structured as a sole proprietorship with one employee to streamline governance and reduce overhead during the critical pilot phase. If the pilot project succeeds, Public Innovation is envisioned to become a tax-exempt charity under Internal Revenue Code 501(c)(3).

Beyond compensation, the bulk of the pilot phase budget will be allocated to events. Public Innovation will be based out of a shared workspace office environment to promote its community building goals.

Note that no monies will be allocated to paid media so that we may establish a baseline level of organic demand for public sector innovation in the region.

// BUDGET

Proposed Pilot Phase Budget FY2013

PEOPLE

Compensation & Benefits	110,000
Professional Services	5,000
Stipends	6,000
Total	\$121,000

OPERATIONS

Events	25,000
Workspace	3,600
Technology	2,400
Travel	2,000
Office Supplies & Printing	2,000
Miscellaneous	4,000
Total	\$39,000

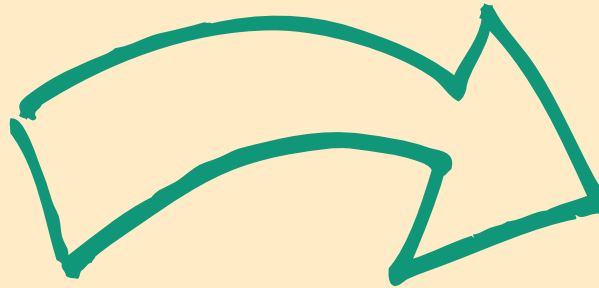
GRAND TOTAL \$160,000

// THEORY OF CHANGE



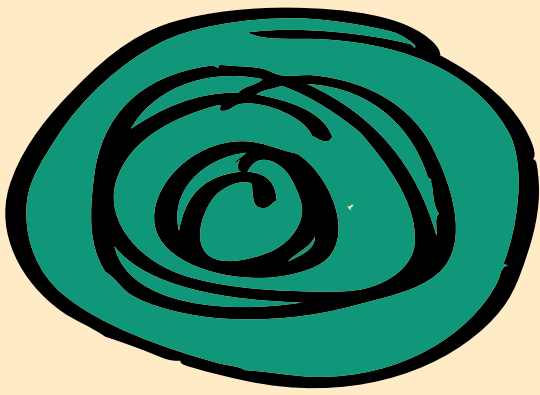
Outputs

- Multimedia Content
- Live Events
- Knowledge Sharing
- Organizational Partnerships
- Individual Relationships
- Civic Engagement
- Collaborative Problem Solving
- Technical and Marketing Assistance



Outcomes

- More Effective Public Administration
- Shared Understanding of Challenges
- New Solutions to Old Problems
- Increased Public Sector Capacity
- Greater Public Trust in Government
- Global Recognition as a Public Sector Innovation Leader
- Happier People :-)



// AVOIDING PITFALLS

The public sector largely exists for the purposes of providing services that are too vital or impractical to be left to private markets. Insofar as government would be unnecessary if we all agreed on the basic assumptions of how best to coexist, political processes are how we resolve disagreements about these fundamental ideas. For example:

- *Should the criminal justice system be designed primarily for the purpose of punishing or rehabilitating offenders?*
- *Should we have high taxes and many services or low taxes and less services?*
- *Should collective bargaining be a right for public sector workers?*

These examples are mentioned to highlight the fact that issues in the public sphere can quickly become political. Such thorny issues

should be left to the political process for resolution.

The work of Public Innovation will take existing political choices and policies as a given. Our theory of change is premised on the idea that by stimulating demand for greater innovation in the public sector, any necessary policy changes are much more likely to occur on the natural. Similarly, it is vitally important that Public Innovation facilitate a conversation among diverse stakeholders who might otherwise be political rivals.

In the end, we must focus on finding a sweet spot where innovation can be accelerated without the need for major shifts in policy.

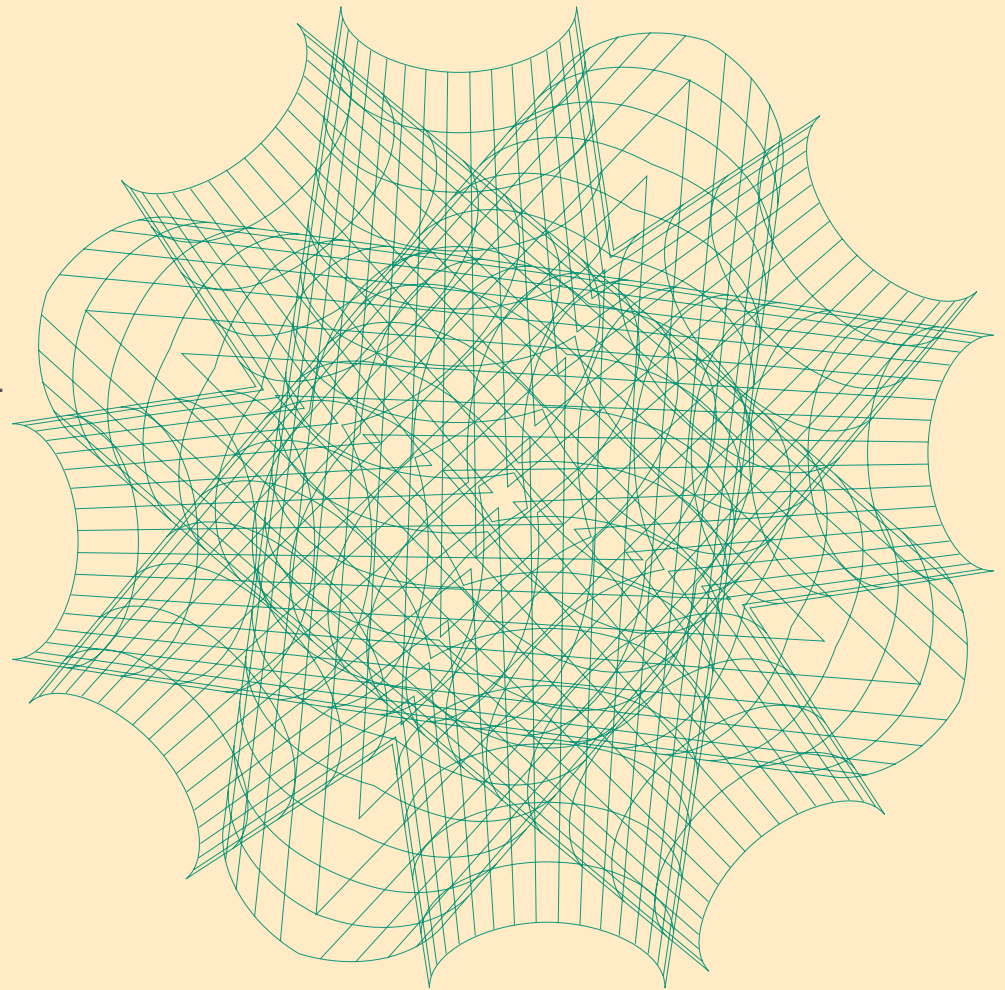


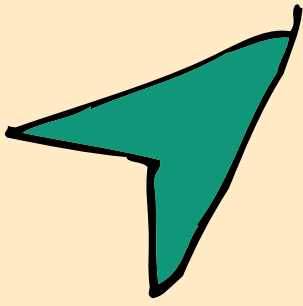
// A NEW CULTURE

The primary goal of Public Innovation is to change the culture of government. In an era when public coffers are increasingly constrained, creative problem solving has never had greater potential to make a difference in the lives of citizens.

Changing the culture won't be easy. But it also won't take rocket science. It starts with changing hearts and minds, and spreads with infectious ideas that empower people to create good.

The way we view government needs to change, but so does the way government views us.





Who is behind Public Innovation?

Ash Roughani is Chief Evangelist of Public Innovation. Ash is a creative change agent and systems thinker with a capacity to solve complex problems. He works as a freelance content and experience designer, specializing in videography and digital marketing. He most recently tried to launch the California Moderate Party to address political gridlock, but was ultimately unsuccessful. Prior to that effort, he spent 3.5 years at California Forward as Senior Associate and was an Executive Fellow at the Business, Transportation and Housing Agency. Ash is an MBA candidate at the UC Davis Graduate School of Management and holds an MPPA from CSU Sacramento.

That's right Sacramento, there is no better person for this job. This is the guy you want to hire!

Why is Public Innovation ignoring policy?

Public Innovation is not necessarily ignoring policy, but rather working around it. The success of Public Innovation will be measured, in part, by its ability to create a culture in government where necessary policy changes are more obvious to public officials, and voters increasingly demand such changes. By focusing like a laser on the culture of government itself, Public Innovation will not become mired in petty political issues that might otherwise impede our progress.

Why is Public Innovation ignoring politics?

Because we have free elections in which a majority of voters are able to choose who represents them. Our goal is make the job of elected officials easier -- regardless of their party affiliation or how they got there.

Isn't public administration just as political as policymaking?

Public administration can certainly be political. However, it's not nearly as political as the debates about policy choices that precede it. Public administration is the implementation of public policy and the criteria for measuring "good" implementation is much clearer than that which might be used to measure "good" policy, i.e., the latter is difficult to assess without assuming a particular political philosophy.

Is this just a rehash of the California Moderate Party?

Nope. This effort has nothing to do with electing people to public office nor directly influencing public policy. And anyone, whether they are a Democrat, Republican, or independent, is welcomed with open arms to join our community.

Why should I get involved?

If you don't believe there's a crisis of confidence in government, along with a need to change the culture, this project isn't for you. Having said that, it is in everyone's inter-

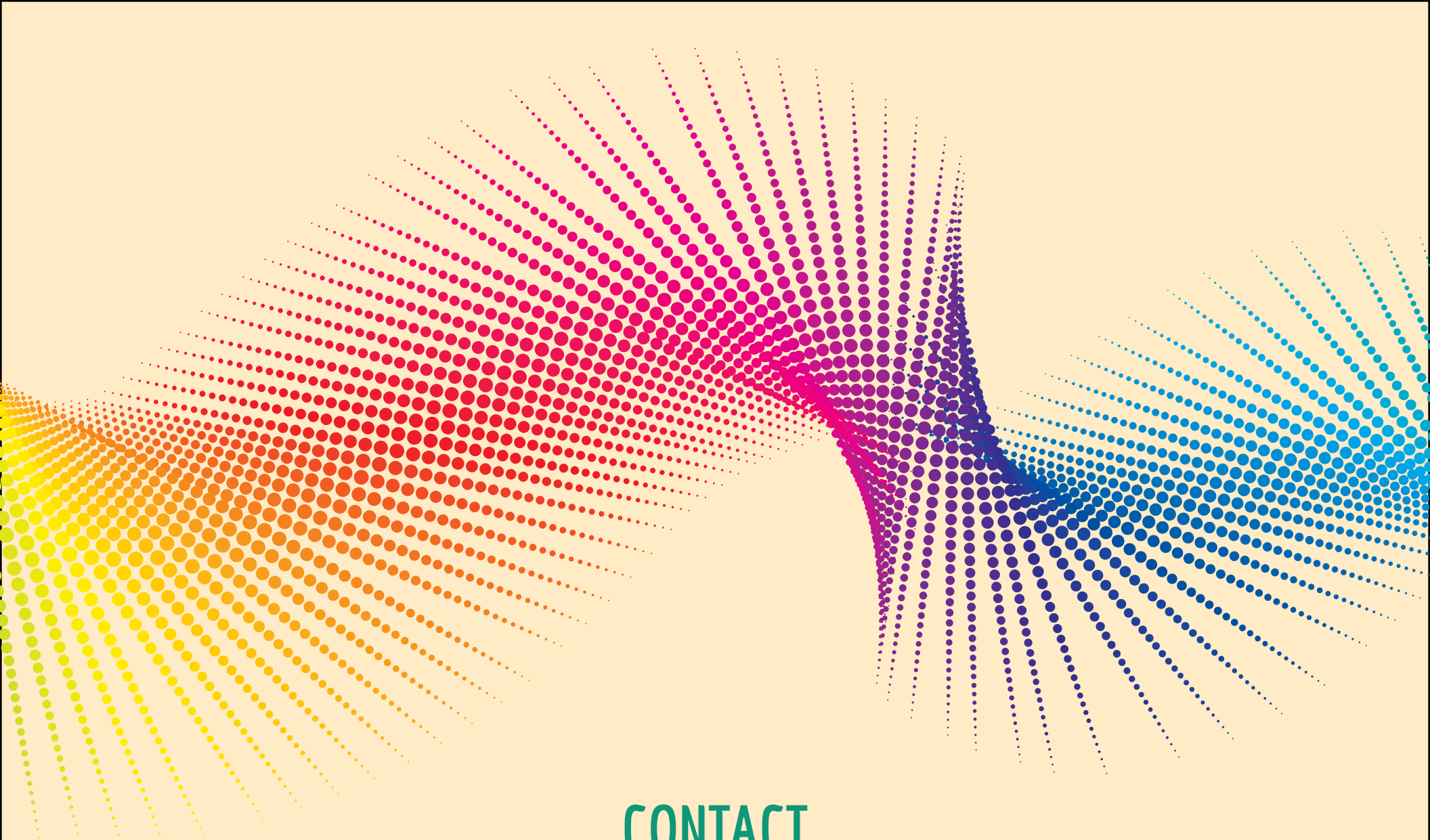
est that the Sacramento region be viewed as a global leader in public sector innovation. Without major changes in how government is perceived, we will never achieve our full potential as an innovative region.

How can I get involved?

Send an email to:

ash@publicinnovation.org

Please include a brief background about yourself and how you would like to help.



CONTACT

Ash Roughani, Chief Evangelist

ash@publicinnovation.org

(916) 835-9607

