The Office of Civic Innovation (OCI) empowers City Departments through partnerships that introduce new approaches, resources, and digital solutions for Citywide priorities. We envision a government that is collaborative, inventive, and responsive for San Franciscans.

**Civic Bridge**

A public private partnership program that connects City Departments with skilled volunteer teams to tackle civic challenges

Civic Bridge started in 2015 in an effort to tap into the private-sector talents and skills to support the City’s problem-solving capacity. Over the years, Civic Bridge has seen 49 projects across 25 City Departments and 23 private partnerships. A total of 24,400+ hours were volunteered for a fair-market value of $3.9 million.

**2019 by the numbers**

<table>
<thead>
<tr>
<th>Total public-private partnership projects</th>
<th>Total participants across City staff and pro-bono teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>165</td>
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<table>
<thead>
<tr>
<th>Total volunteer hours given during program</th>
<th>Fair-market value of pro-bono work</th>
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<tr>
<td>5,434</td>
<td>$855 K</td>
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“Working with our pro bono partner has been really illuminating for us. We were asked a lot of questions that we hadn’t been asked before. They also helped provide structure around those questions and develop a really concrete plan of action.”

- Staff, Mayor’s Office of Housing and Development

**What we did this year**

**Launched a new Civic Bridge model**

In June 2019, we launched our first-ever Day of Service. Unlike the traditional 16-week cohort model, City staff and private-sector volunteers worked together on civic challenges over the course of one day. The public-private partnership teams tackled 10 civic challenges which spanned from assessing the impact of a pilot program that houses homeless families in school facilities to testing website usability for an opioid addiction program.

**Created an easier Citywide process to promote and support outdoor events**

What started as a Civic Bridge project in 2016 on better fostering outdoor events in San Francisco, led to a Mayor’s Executive Directive in July 2019. Now the City has a master calendar for all Departments as the single source of special event information and a central process map has been published along with a permit cost calculator to help residents navigate the permit process and deadlines.

**Tackled 19 civic challenges across the City**

We supported City staff to address 19 civic challenges through Civic Bridge. The work was impactful. For example, one project team co-designed a coordinated referral system to help residents facing eviction get the legal help they need. Another project led to a more user-friendly resource platform for transgender and gender nonconforming communities. Read more about Civic Bridge projects at innovation.sfgov.org/civic-bridge.

Interested in replicating the Civic Bridge program in your government? We created a program blueprint that provides detailed instructions on how you can launch Civic Bridge in your city. Download our blueprint at innovation.sfgov.org/civic-bridge.
**Startup in Residence**
A 16-week program that connects City Departments with startups to co-develop technology products that address civic challenges

Startup in Residence (STIR) was launched in 2016 and was such a success that it went national in 2018. Since the program's initiation, OCI has supported 26 STIR projects with 23% of participating startups being female-owned and 35% being minority-owned.

“Working with [the STIR startup] has been a rewarding experience. Not only have they been able to put my vision into a digital solution, [but] the STIR partnership has also provided me a different way of looking at project delivery. I have gained additional insight into how we as service providers can better understand and develop solutions for our clients.”
- Staff, Public Works

**What we did this year**

**Created a challenge-based RFP for Citywide use**
This year, we created a challenge-based Request for Proposal (RFP) for Citywide use with the support of the Office of Contract Administration and the City Attorney's Office. Unlike traditional RFPs which focus on describing the end-product that the City wants to procure, challenge-based RFPs focus on the problem itself, allowing for a wider submission of innovative solutions.

**Executed 6 STIR contracts**
Six government contracts were executed between San Francisco and startups through STIR in the 2018-2019 fiscal year. The City procured innovative products like a user-friendly online platform that applies complex planning code to proposed business sites, and sensors to track waste levels in public trash cans to mitigate overflow issues. Read more about STIR at innovation.sfgov.org/stir.

**Notable Mentions**

**Building a culture of innovation**
This year, we launched the SFGov Innovators network to bring together for the first time innovation teams from across the City. Based on our philosophy that we are better together than alone, the network shares lessons learned, best practices, innovative approaches, trainings, and more.

**Sharing innovative insights**
Our office spoke at the Code for America 2019 Summit as well as the Agile Government Leadership conference in Sacramento. Topics included overcoming impediments to a culture of innovation, trust-building, and innovative procurement.
We also met with 18 delegations from around the world to discuss our innovative work.

**Being recognized for our work**
We had the distinct honor of winning the international Engaged Cities award for our work engaging residents through City Bridge.
We were also honored to receive an Honorable Mention in Civic Design from the San Francisco Design Week Awards for our Civic Bridge program.

Looking to procure innovative solutions to your civic challenge? Consider using a challenge-based RFP to buy technology that fits your needs. Contact us at innovation@sfgov.org for an RFP template.