

BetaPGH: A Framework for Engaging Local Startups in Product Pilots with the City of Pittsburgh



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Agenda

- Problem Statement & Context
- Program Goals
- Methodology & Philosophy
- Program Overview
- Findings & Recommendations
- Next Steps
- Question & Answer

Problem Definition : The Context

Opportunity: The City of Pittsburgh is often approached by local startups who want to partner with the City to pilot their products and services.

Constraint: The City of Pittsburgh doesn't have a process in place and has limited resources to receive and assess these inquiries, nor does the City have a framework in place for executing approved pilots.

Problem Statement: The Key Question

By June 2016, how can the City of Pittsburgh

- **engage local startups**
- to run **3-6 month pilots** of their products and services,
- with a **framework** for *intake, decision, execution, and evaluation*,
- which **results in measurable improvement** in City operations
- and **supports the growth of local startups** ?

Program Goals

Our team worked to develop a comprehensive program that:

- Supports local startups by providing opportunities for pilot testing with the City
- Meets the City of Pittsburgh's six strategic objectives (focus areas) outlined in the "Inclusive Innovation Roadmap"
- Positions Pittsburgh as a national leader in civic innovation programs



Methodology

- Benchmarking research of other cities doing similar programs
- Key informant interviews with local startups, incubators, & City stakeholders as well as national civic innovation leaders
- Compiling best practices
- Assessing needs & constraints of City and local startups
- Vetting program design and elements with multiple stakeholders

| | Solicit | Receive | Assess & Approve | Execute | Evaluate |
|---------------|--|---|---|---|---|
| Philadelphia | RFPs and Challenges/Contests | Companies pitch to city | Mayor's Office of New Urban Mechanics | Mayor's Office, UPenn Wharton School, Incubator | Pitch at end of incubate cycle to City, other cities, and VCs |
| San Francisco | Website, word of mouth for application | Application process for Entrepreneurs in Residence | 4-6 startups selected out of 200 applications | 16 week program, managed by Office of Civic Innovation | Startups are invited to present at demo day |
| San Jose | Framework policy listed out in legislation | Interested parties fill out Partnership Proposal form | Customized benchmarks set at beginning of partnership | Partners are assigned partnership coordinator | City has option to extend with successful program |
| Chicago | RFPs | Ad hoc proposals reviewed by City | Ad hoc review, developing a framework now | Innovation Zones, Dept of Innovation oversees | N/A - If successful, leads to procurement |
| Boston | RFPs and Challenges/Contests | Applications received online | Mayor's Office of New Urban Mechanics, Various Committees | Facilitate: Prototype Design, User Testing, Beta Launch | Neighbourhood Innovation District Committee |
| Amsterdam | Competitive application program/challenge | Applications come in online and are evaluated | Will be evaluated in 4 key issues | 4 month program incubated at cities and partners | Will occur after challenge period has ended |



BetaPGH: The Program Overview

- Cohort model (quarterly application & review cycles) 
- Eligibility criteria = 'local startups' with 'beta phase' product/service 
- Designed to be a 'matching' process 
- Distinct from procurement 
- Five key phases



Initial Eligibility Criteria

- Legally registered company
- Headquartered in Allegheny County (preference for Pittsburgh-based)
- Pilot-ready product (MVP, fully developed prototype, beta-stage)
 - Pre-customer product/service

These parameters define “local startup” in a way that is:

Broad enough to cast a wide net

YET

Specific enough to meet City’s scope

Clear

Consistent

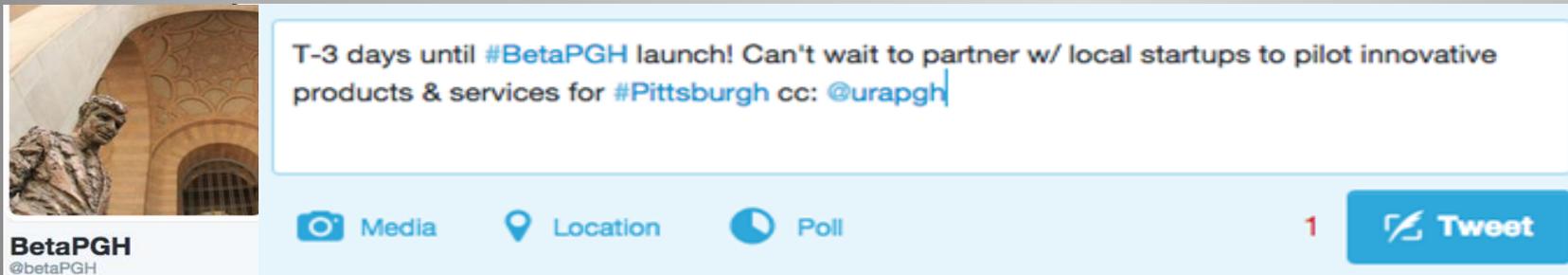
Objective

Transparent

Solicit

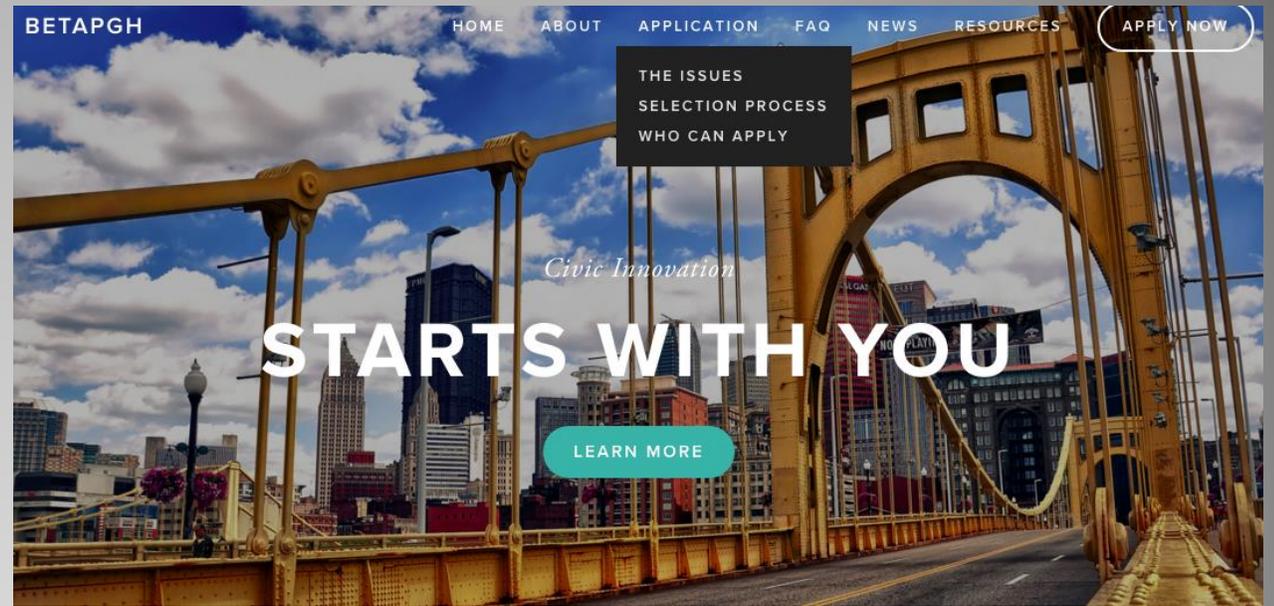
1. Press & Promotion plan to spread word about program to national & regional audience
2. List of local orgs/networks that can help make potential participants (local startups) aware of opportunity

| Organization | Associations/Chambers |
|--------------------------|-----------------------|
| Incubators | |
| | Federal Orgs/Contacts |
| CoWorking Spaces | SBA |
| | |
| Authorities | Veterans Biz Orgs |
| | |
| CDCs | Women Biz Orgs |
| | |
| Civic & Community Groups | Minorities Biz Orgs |
| | |
| Local Foundations | Local Universities |



Receive

1. Easy to use, appealing website to explain & promote program, encourage self-selection, and receive applications
2. User-friendly web application that provides key information to determine if there's a partnership match



| Part I—Register | Part II – Venture Description | Part III – Team Description | Part IV – Partnership Match |
|-----------------------|---|--|--|
| Q1 First Name | Q1 Select your Sector (check all those that apply): <input type="checkbox"/> Software <input type="checkbox"/> Hardware <input type="checkbox"/> Consumer Goods <input type="checkbox"/> Life Sciences <input type="checkbox"/> Services | Q1 Please list the names a to LinkedIn profiles) | Q1 How will your product/service benefit from completing a pilot test with the City of Pittsburgh? |
| Q2 Last Name: | <input type="checkbox"/> Environment S <input type="checkbox"/> Clean Technol <input type="checkbox"/> Materials <input type="checkbox"/> IT <input type="checkbox"/> Energy <input type="checkbox"/> Other _____ | Q2 How many full time equ them on staff? | Q2 Describe the City infrastructure and resources that would be required at this stage to complete the pilot test? |
| Q3 What is your t | Q2 What is your Co | Q2 Has any member of the criminal fraud or other felon | Q3 How will your product/service benefit the City? |
| Q4 What is your t | Q3 Is your Compan a) C corporation b) B corporation c) S corporation d) Sole proprietors e) Partnership f) Limited Liability | Q3 Please insert the URL for your Company's Website: | Q4 What are your goals for this pilot and how will you ensure that these goals are met? |
| Q5 E-mail Address: | | | Q5 Which, if any, regulatory agencies must approve the product in order for it to go to market? (E.g. FCC, FDA, etc.) |
| Q6 Phone Number: | | | Q6 Please list any funding or incubation support that you have received for this product/service from a startup development organizations (e.g. SBA loan, incubators, university grants, etc.) |
| Q7 Cell Phone Number: | | | Name of the organization: Form of support received: |
| Q8 Current Business: | | | Q7 Describe the funding and other resources available to you for the duration of the pilot test. |
| Q9 City: | | | |
| Q10 State: | | | |



Execute

1. Process, checklist, and templates for both parties to agree on & establish:
 - project manager
 - timeline
 - project plan
 - stakeholder management & communication plan
 - goals/evaluation criteria
 - contract, and
 - resource allocation



Evaluate

1. Evaluation process designed for both partners to assess how pilot went & whether goals were met
2. Two components:
 - a. Formal questionnaire (City gathers data)
 - b. Informal exit interview
3. Criteria for determining post-pilot next steps

| Question: Please answer on a scale from 1 to 5; 1 represents "Strongly Disagree", 5 represents "Strongly Agree" |
|---|
| Did the pilot meet your stated goals/desired results? |
| Was the pilot fully completed within the prescribed timeframe? |
| Were agreed upon resources allocated during the pilot process? |
| Did the pilot program exceed predetermined fiscal budget? |
| Did the pilot have the intended positive impact on city operations? |
| Did the start-up make itself available for timely discussion and feedback? |
| Did the city make itself available for timely discussion and feedback? |
| Did either party change previously agreed upon operating procedures during the product pilot? |
| Did this program provide a new method that could improve the delivery of a service by the city? |
| Did the benefits of the pilot program outweigh the costs to all parties? |



Proposed Timeline



Next Steps

- Evaluate first iteration of program and revise accordingly
- Aim for quarterly cohorts
- Expand pilot implementation to authorities, County
- Initiate “Request for Solutions” challenges
- Connect to national/international network of peers (Startup in Residence)
- Apply for grants to scale program & better support participating startups
- Seek our partners to co-sponsor, co-support, or co-manage the program



Question & Answer