GEAR Center RFI
Cal Poly Responses

The name of the individual(s) and/or organization responding.

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• A brief description of the responding individual(s) or organization's mission and/or areas of expertise, including any public-private partnership work within the past three years with Federal, State, or local governments that is relevant to applied research on workforce reskilling and data commercialization.

Paul Jurasin works with leading industry partners to develop new technology-oriented programs to enhance innovation and provide valuable "learn by doing" experiences. Mr. Jurasin lead the creation of the Cal Poly Digital Transformation Hub by negotiating a strategic relationship with Amazon Web Services in which innovative solutions to public sector (Government, Education and Non-profit) challenges are developed by a combined team of state and private sector architects and innovators then placed in the public domain to be replicated globally. He also provides leadership and guidance for the promotion and communications of internal and external information related to digital transformation at the University. Mr. Jurasin has previous worked as a program manager and COTR with US Department of Defense, Agriculture and Interior and has received an administrative excellence award from the General Services Administration.

• A contact for questions or other follow-up on your response.

For follow-up questions, please contact:

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Responses to questions:

2. How should a GEAR Center be operationalized, including its structure, such as a physical center, a network, a consortium of institutions, or other approaches?

We believe that a GEAR Center would most effectively be operationalized as a consortium of institutions but lead by one as a single coordinating resources or point-of-contact for the Federal Government. Because the Federal Government spans a wide range of verticals encompassing many areas of expertise, a consortium of institutions would best address the varied subject matter expertise needed to improve effectiveness. However, the lead institution would provide the core, proven processes for bringing the needs of the public into the innovation realm and coordinating the inclusion of the expertise from other consortium institutions and the private sector to bear on the individual challenges. The lead institution would also provide guidance for applied research and prototype development for proofs of concept following the definition of solutions.

3. What models of public-private partnership should inform the GEAR Center:
    o What sectors, stakeholders, types of expertise, and networks or programs should be involved?

   - *Private companies in which a component of the company has a public sector innovation focus*
   - *Private companies that develop a broad range of leading technologies and have a history of quickly adjusting to changes in public demand*
   - *Organizations with a proven capability to utilize big data/analytics for public benefit*
   - *Universities that have an applied research focus*
   - *Research Universities with government focused programs*
   - *State, local and Federal government advisors*

    o What should a governance structure look like or include?

The GEAR Center governance structure should include an advisory board that is composed of both business and technology personnel from each Federal Department. The board will take government regulatory and budgetary input along with public demand and apply those factors to prioritize areas of highest need for improvement in effectiveness. The GEAR Center governance team would include leaders from each member of the consortium and will take input from the Government advisory board to prioritize, assign and monitor individual initiatives.

    o How should the GEAR Center maintain mission focus without the Federal Government being responsible for ongoing administration, staffing, and operational management?

The GEAR Center's focus will be to provide methods for the government to improve and maintain effectiveness. With a fee for service model, the GEAR Center should be incentivized for providing solutions and processes that result measurable improvements to government effectiveness. This ongoing incentive will provide the appropriate reward for the GEAR Center to provide administrative capabilities for the Center while remaining clearly mission focused.

4. What examples already exist that serve a purpose similar to the GEAR Center, whether for governments or other institutions:

The Cal Poly Digital Transformation Hub works with government, education and non-profit organizations to help solve the most pressing issues and challenges in the public sector. Utilizing a public-private partnership model, proven customer-centric innovation methods are applied to challenges by leveraging the public sector subject matter expertise and applying the latest in technologies as applicable. Prototypes are developed and the solutions are published in the public domain for agencies to apply to their challenges. Please see http://dth.calpoly.edu .

- o How might such examples be replicated, scaled, connected, or more systematically leveraged?

The Cal Poly Digital Transformation has been designed to be replicated and scaled to multiple organizations or within the same organization with additional resources.

- o Opportunities for the Government to learn more about these examples, such as through a demonstration, virtual interaction, or other method?

The Cal Poly Digital Transformation Hub staff is available to demonstrate to the Government the innovation process used to solve public sector challenges. This can be done either through a workshop or presentation format at the location of the Government's choice or can be provided virtually.