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DISRUPTING GOVERNMENT:

Building Systems that Support Meaningful
Change in the Public Sector

Why Now and Why Cities?

Citing 'financial challenges,' Fitch cuts Providence's bond rating

Dan McGowan, WPRI.com Reporter

Published: February 5, 2016, 5:55 pm | Updated: February 5, 2016, 6:07 pm



Providence outlines plan to reduce \$13.4M shortfall over 5 years

Dan McGowan, WPRI.com Reporter

Published: February 3, 2016, 8:33 pm | Updated: February 4, 2016, 4:20 pm



Infrastructure & Finance: Doing better with less

Workforce: Shrinking & public perception problem

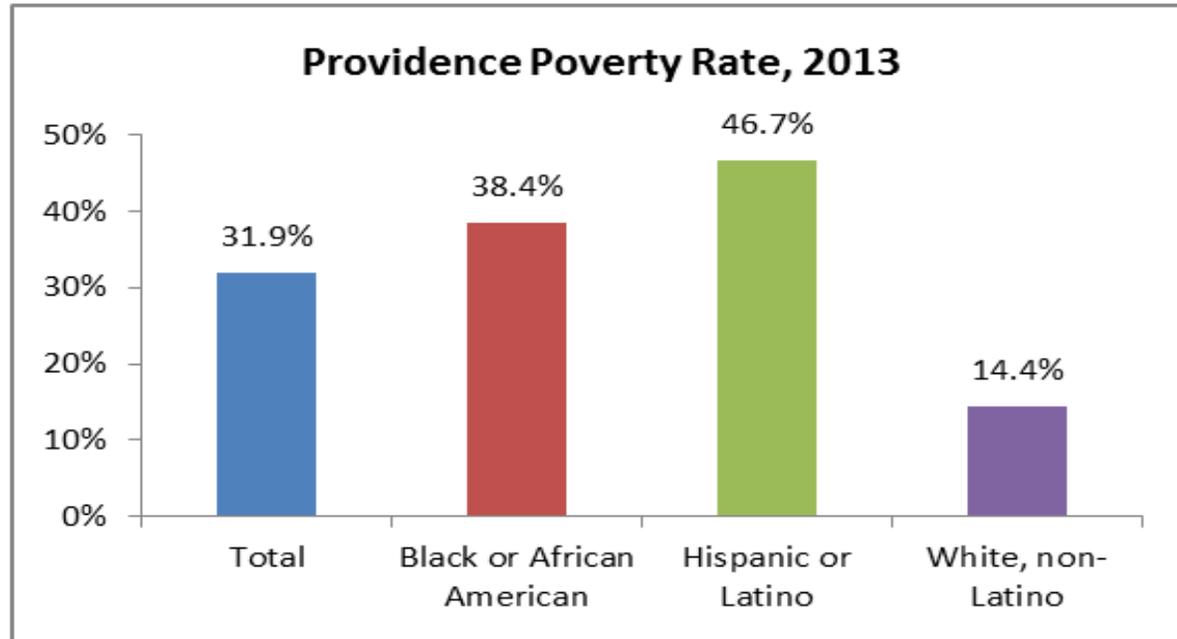
Politics & Democracy: Messy & not always aligned

Political Cycles: Sisyphus Syndrome

Pace & Timing: Wrong direction & 5 minutes too late

Municipal focus: Cities take the lead & take the heat

Public: Hungry for Change



NEWS NOW chaplain at St. George's School under investigation for sex abuse in N.C. National Grid:

Small Business Q&A: Opening Providence shop presents unique challenges

COMMENT 0

Elissa Paquette is the owner of Calico, a clothing boutique at 381 Broadway, Provid...
[+]

By Lilli Paknis
Special to the Journal
Posted Feb. 7, 2016 at 12:01 am
Updated at 11:09 AM

Elissa Paquette owns Calico, a clothing boutique that opened in April of last year at 381 Broadway in Providence.

Providence: Pivotal Moment



PROVIDENCE A CITY THAT WORKS

Providence: Innovation Evolution



2013

Providence Talks Award Granted by Bloomberg; 4 FTEs



2015

Innovation Department Established; moved from 1-4 FTEs



2016

Broader Staffing and Program Investments

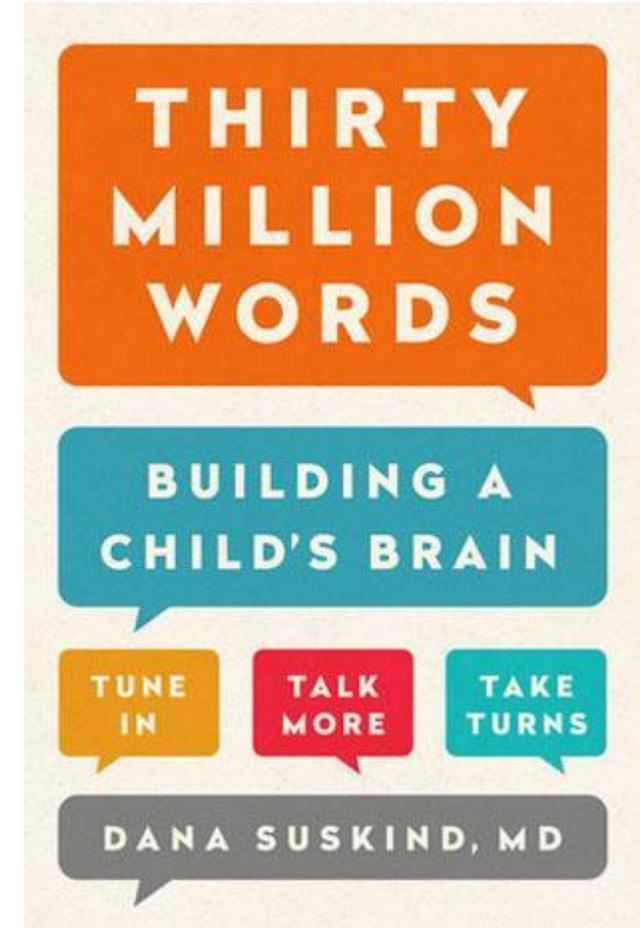


2016-Beyond

Network Building in RI/ GovLab

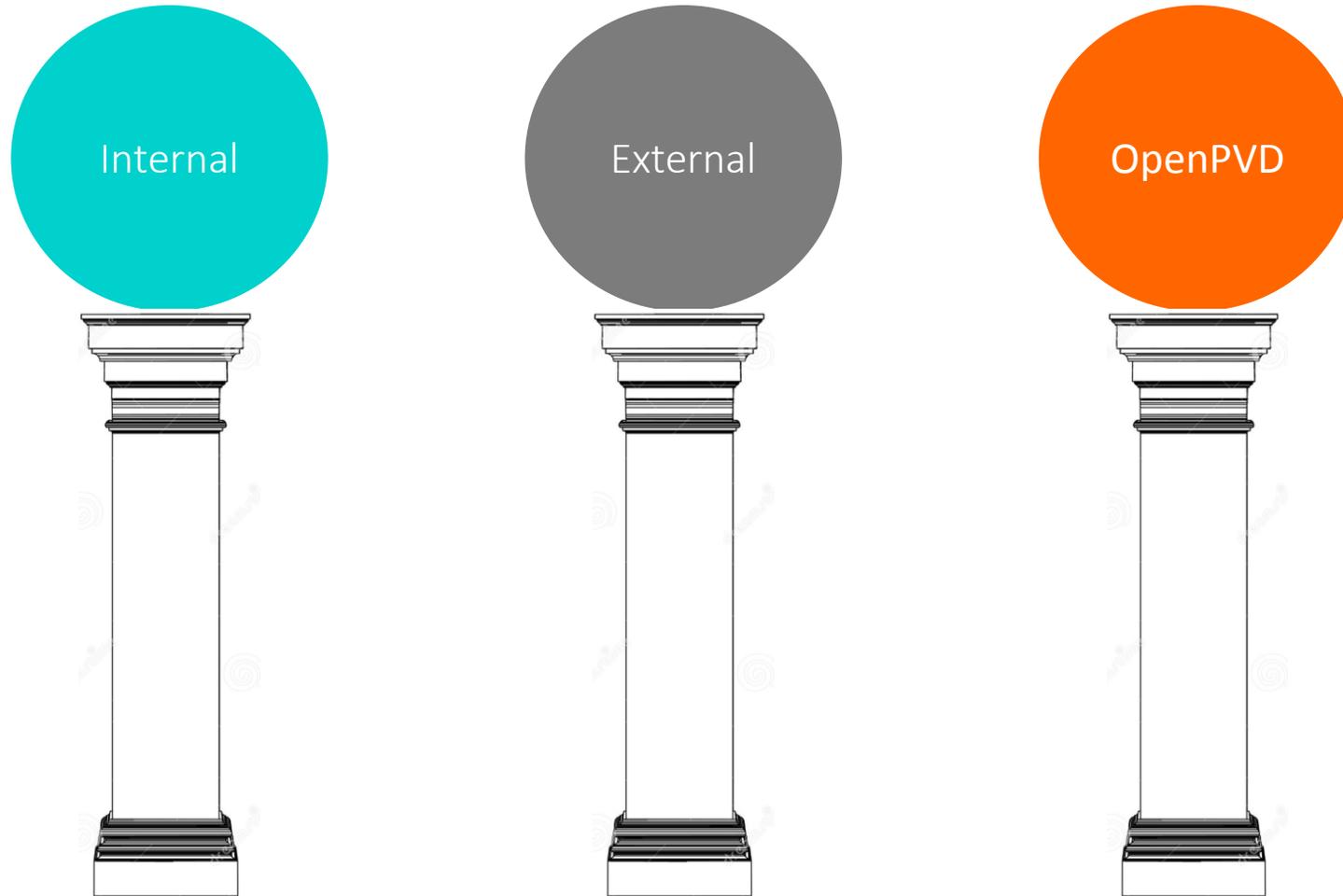
Providence: Providence Talks

- 5 million awarded by Bloomberg Philanthropies through their Mayors Challenge in 2013 (over 300 applicants)
- **Goal:**
 - To intervene at a critically early age, from birth to age four, to close the 30 million word gap at a city-wide scale and ensure that every child in Providence enters a kindergarten classroom ready to achieve at extraordinary levels.
 - Only 1 of 3 kindergarteners in PVD enter with appropriate literacy competency.
- **How it Works:**
 - Recruitment through Providers and direct engagement
 - Word counter is provided to families (developed by LENA)
 - Bi-weekly counseling to help families use the devices and
 - track family word usage.
- **Results:**
 - Preliminary results are promising: increases of about 50% per cent in daily word counts and 30% in conversational turns.





Providence: 3 Pillars of Innovation



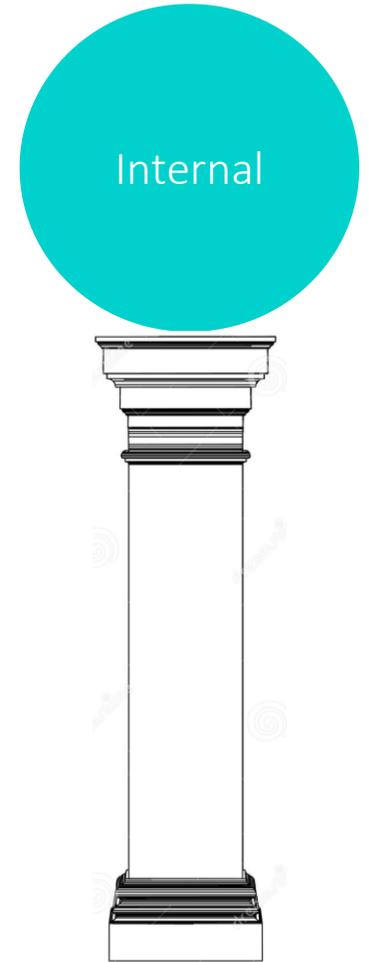
Goal: Streamline the delivery of city services, promote government entrepreneurship, and support citizen engagement



Providence: Us Investing in Ourselves

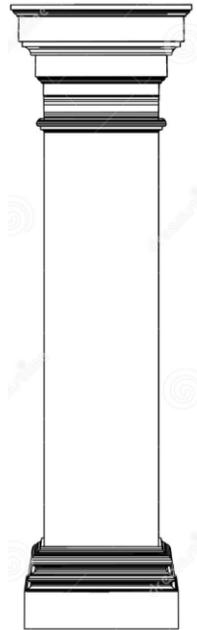
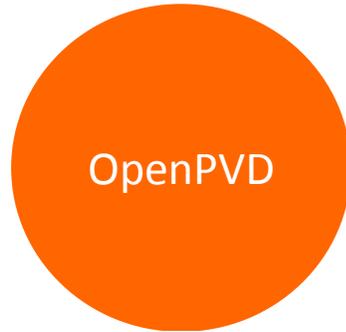


- **Trainings**
 - InnovatePVD Trainings, Customer Service
- **Project Support**
 - LEAN mapping, Program Analysis
- **IT Alignment**
 - Innovation role in procurement, strategy
- **Tracking Savings**
 - Track savings and value of work





Providence: Open & Transparent



City of Providence | Open Budget

AN INNOVATIVE, EFFICIENT APPROACH TO GOVERNING

The City of Providence's FY 2016 budget sets Providence on a firm path for the future with strong management, long-term thinking, realistic expectations about the challenges we face and a plan for meeting those challenges.

Approved Revenue Budget
\$696 Million
Overall Budget Grows by 2% With Economic Expansion

"We will expand our tax base by making our city more business friendly and putting our residents back to work. It's one of the only ways to increase revenue without raising taxes, and the people of Providence need the jobs." - Mayor Jorge O. Elorza

[Explore Approved Revenue Budget](#)

Approved Operating Budget
\$696 Million
Investments In Innovation, City Services, Public Safety, School Leadership And Quality Of Life

"I am determined to make the strategic investments and structural changes needed to usher in a new era of hope and prosperity." - Mayor Jorge O. Elorza

[Explore Approved Operating Budget](#)

City of Providence | Open Checkbook

AN INNOVATIVE TOOL FOR FISCAL TRANSPARENCY OF VENDOR PAYMENTS

Mayor Elorza is committed to making city government open, transparent and accessible. Providence's Open Checkbook is an innovative tool that allows residents and stakeholders to explore certain expenditures in greater detail and faster than ever.

Top Funding Source
\$18.81 Million
School General Fund (10)

Top 5

1. School General Fund (10)
2. General Fund (101)
3. Enterprise Funds (60)
4. Federal Revenue Through State (21)
5. Retiree Benefits Fund 892 (892)

[Show Chart](#)

Top Vendor
\$4.71 Million
ARAMARK

Top 5

1. ARAMARK
2. SODEXO
3. BLUE CROSS/BLUE SHIELD OF RI
4. WASTE MANAGEMENT OF RI
5. ACHIEVEMENT FIRST PROV MAYORAL

[Show Chart](#)

Top Expense Category
\$5.67 Million
Tuition To Charter Schools (55660)

Top 5

1. Tuition to Charter Schools (55660)
2. Custodial Services (54203)
3. Food Service Contractors (55701)
4. Tuition to Private Sources (55630)
5. GARBAGE PICK UP (53402)

[Show Chart](#)

CITY OF PROVIDENCE OPEN DATA PORTAL

Access important information about Providence's retirement system

The City of Providence is pleased to make public important information about the City's pension investments and performance. Please click here for more information on pensions and the City's Employee Retirement System.

- FY2016 City of Providence Budget**
Click here to learn more about the City of Providence's Budget for Fiscal Year 2016.
- Community Gardens in Providence**
View the Community Garden locations throughout Providence.
- Citywide Paving Projects, 2013 to 2015**
Find out if your road is scheduled to be paved.
- Providence's Residential Property Assessment**
Click here for more information on Providence's 2013 residential property assessments.

Open Records Portal

Open Records is a state-of-the-art public information portal that allows visitors to request, track and access publicly available records and documents from the City of Providence, Rhode Island.

Users can search and review previous records requests, and access responsive documents and data. Open Records is part of the city's ongoing effort to make government more transparent and easier to navigate.

You may find what you are looking for without having to submit a new request!

To view the City of Providence's written procedures regarding access to public records, [click here](#).

[SEARCH](#) [MAKE REQUEST](#)

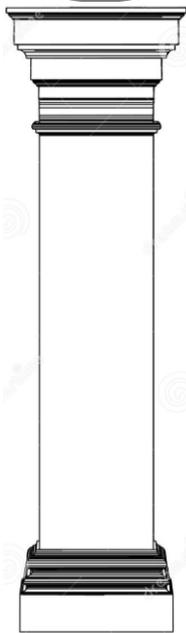
Search **164** requests and counting. [Make a new public records request.](#)



Providence: Building Strategic Partnerships



External



ABDUL LATIF JAMEEL
Poverty Action Lab

TRANSLATING RESEARCH INTO ACTION

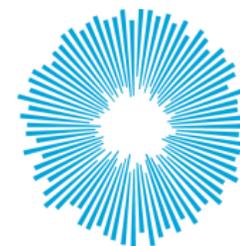


**Code Night
With The Mayor**

Presented by <IntraCity> Geeks

NATIONAL
LEAGUE
of **CITIES** 

MetroLab
Network



LIVING CITIES

INNOVATE ▶ INVEST ▶ LEAD

 **RESULTS**

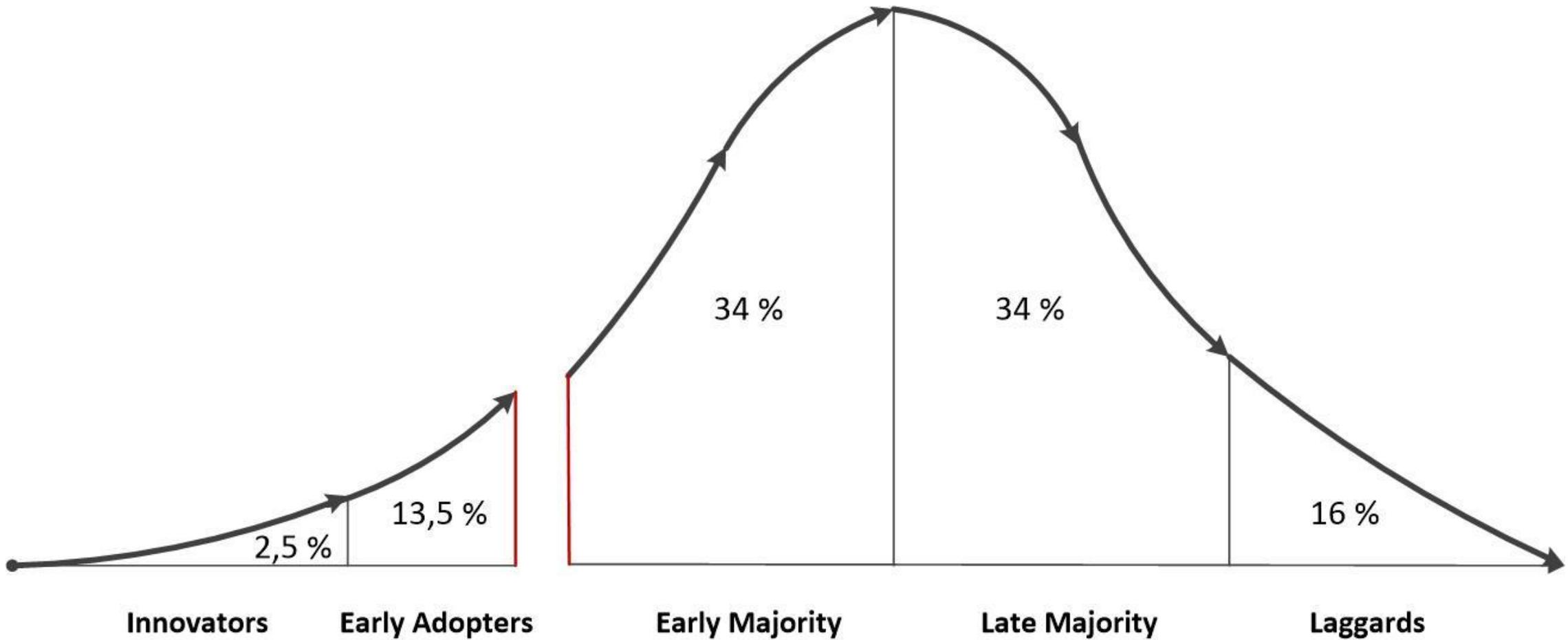
FOR AMERICA

**Bloomberg
Philanthropies**





Challenges: The Gap aka “This isn’t Working”





Challenges: Redefining 'Management'



TOP-DOWN



BOTTOM-UP



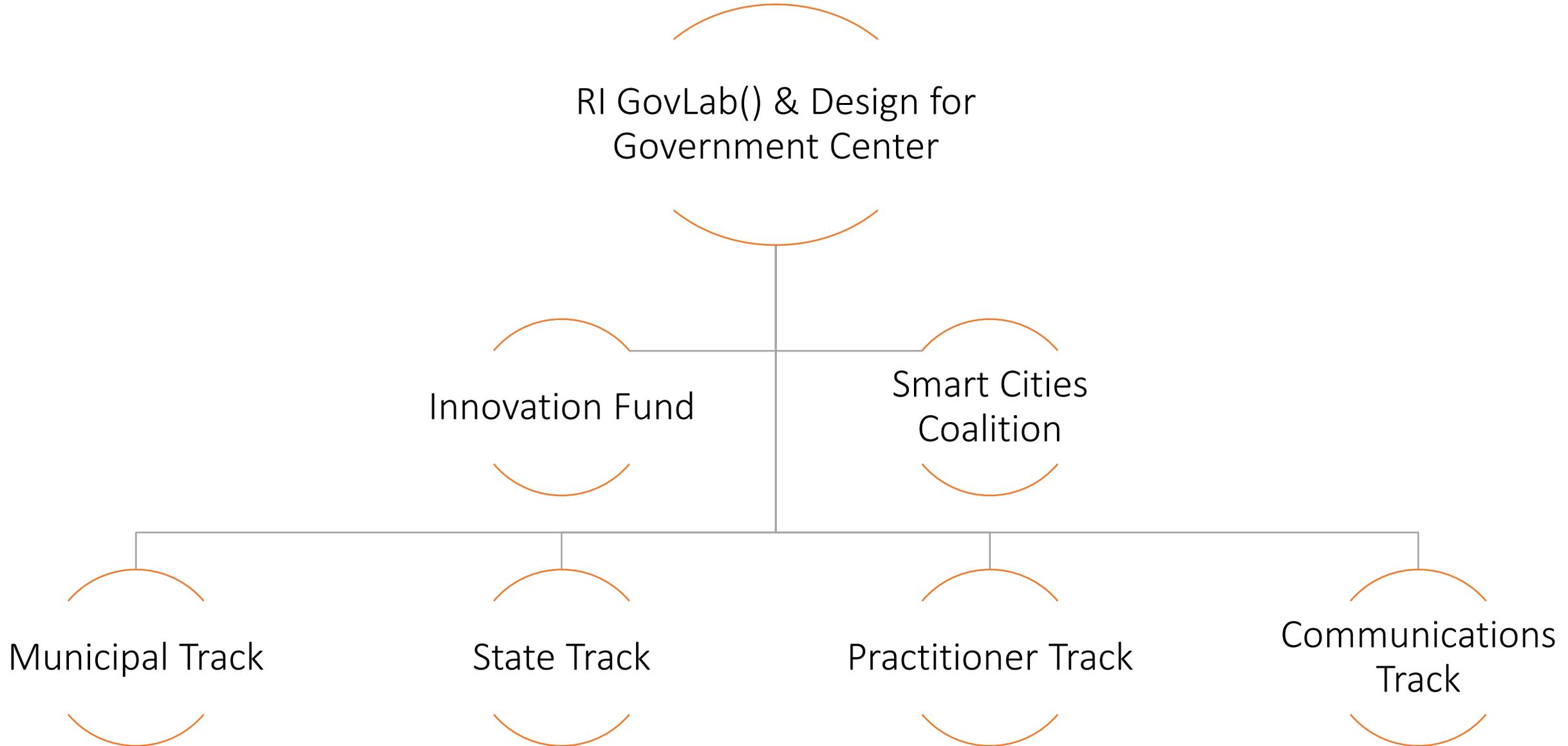
Challenges: Sustainability



- Who 'pays' for innovation, and for how long?
- Short term vs. long term value propositions
- How clear are the changes and improvements?
- 3rd party validators
- **Life-Cycle Impact – Regional Approach**



Opportunities: A Regional Approach





Opportunities: City-Focused



PROVIDENCE A CITY THAT WORKS



Thank You

@InnovatePVD

www.openpvd.com

npollock@providenceri.com