



**Making Good on the Promise:
Why this Administration's Success Depends on How We
Manage Information Technology**

A Policy Report of the Governor's Advisory Council

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CONTENTS

WHY technology now?	1
1. Importance: Technology has grown to become not only the defining issue of our age, but also a powerful tool for almost everything we want to do	1
2. Urgency: “Cross-boundary” initiatives will be the core of the new IT agenda, and simply can’t wait until after the first round of staffing and direction setting	2
WHAT must we do?	3
1. Shape the governor’s IT-related themes	4
Good themes	5
Bad themes	6
2. Make painful budget cuts now , but support the IT investments needed to improve productivity and protect future budgets	6
Cut IT-related costs	7
Use IT to cut other costs and improve productivity	7
Increase IT-related revenues	8
Use IT to improve revenue collection	8
Improve budgeting and business case analysis for IT projects	8
3. Pursue immediate priorities such as improved security, economic development, and extensions of the state portal	9
Invest in IT for Security: for information infrastructure and the homeland	9
Invest in IT for the Economy: for the transition to global e-commerce	10
Extend the state portal for visible integration and early results	10
WHO is critical for success?	
1. The governor must be the leader and everyone must know that the governor cares, notices, and will act	11
2. The governor’s appointees must advance the IT agenda through sound advice and coordinated support	12
The Chief Information Officer	12
Central Officers: for budget, personnel, purchasing, communications, etc.	12
Agency heads	13
Other staff and advisors	13
3. We must also reach other stakeholders including legislators, the media, state employees, business groups, and the public	13
Legislators	13
The Media	14
State employees	14
Business groups	14
The public	14
HOW do we move out on IT-enabled reforms? Tasks for the first six months	15
Conclusion: The Big Rocks First	16

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November 2002

Today we turn from campaigning to governing. We face critical staffing and budgeting issues. In getting in gear, we need to take advantage of what will probably be a very short honeymoon. We must avoid distractions and seek to preserve the governor's options. With time precious and the clock ticking, what are our top priorities?

This memo argues that **we need to put information technology (IT) on the "short list" for the governor and the transition.**¹ We simply won't be able to deliver on many of our campaign commitments without IT-based reforms in how the government conducts its business. Yes, the state budget is a mess and requires painful cuts. At the same time, the very necessity of these cuts provides opportunity to initiate the IT-based productivity improvements needed to protect future budgets and services. The "e-government" we've seen so far has moved in the right direction, yet only scratched the surface. However, if we start immediately to leverage technology with strong, pro-active, top-down leadership, we will have enough time before the next election to produce powerful and visible results.

What follows explains why this is so, what needs to be done, who needs to be involved, and how we should proceed.

WHY technology now?

Why has technology become both important enough and urgent enough to claim attention during the transition?

¹ "Transition" here refers not only to the period from election to swearing in, but the first six months in office.

1. Importance: Technology has grown to become not only the defining issue of our age, but also a powerful tool for almost everything we want to do

For some time now, technology – especially information technology (IT) – has been the defining issue of our age. This, after all, is the “information age.” IT-enabled analysis and communications are driving fundamental change in social, commercial, and political relationships. The institutions of government and governance are under huge stress. Our ultimate legacy will depend largely on how well we provide leadership for these changes.

This makes IT important, but it doesn’t – in itself – make it a priority for the governor. In today’s world, given the new power and pervasiveness of information technology (all those networks, computers, digital data, applications, and users we’ve developed over the past decade), we simply can’t do well with other issues unless we get the IT right. IT-based ways of working have recently become:

- ? *The best means for cost-cutting*, with network-delivered self-service cutting 90% and more out of the unit costs of many commercial and government offerings
- ? *The best means for service improvement*, with 24/7 accessibility, integration, and customization that changes public expectations and standards
- ? *A key tool for management improvement*, with better information for decisions, better controls over fraud and abuse, and greater capacity for innovation and program evaluation
- ? *A key tool for improving transparency and accountability*, especially for large and often mistrusted institutions, public or private
- ? *A key tool for economic development*, as jobs can move to anyplace with good access to the global information infrastructure
- ? *A key tool for security against terrorist and other threats*, offering capabilities for homeland security and cyber-security as well as military defense

In the past few years, IT has grown strategically important for many issues. But importance is not enough. Why do we believe that IT-related issues are also urgent enough for transition work?

2. Urgency: “Cross-boundary” initiatives will be the core of the new IT agenda, and simply can’t wait until after the first round of staffing and direction-setting

Until now, e-government has mostly offered old services through a new channel: the net. Citizens with a computer and Internet access can now find government information much more easily. Increasingly, they can also handle payments and other transactions from work or home or even via mobile connections from the field.

Don't discount the importance of this progress. The recent progress has also been relatively easy to produce, since not much has had to change in work behind the scenes. Fortunately, some more easy progress remains open for the future.

But the big opportunities will be more challenging. As we use IT to reform processes that cut across city, state, or federal programs, or across the boundary separating the public and private sectors, coordination and control – and therefore negotiation and leadership – become more difficult. For example:

- ? *Most states use portals to integrate their public services.* Instead of a requiring a new business to look up as many as thirty programs to meet licensing requirements, portals pull this together as “one stop” service. But even if this is done virtually – that is, via software without much change in organizational responsibilities – it still requires good governance. The many programs presently working with different screen layouts and data must coordinate to fit the one standard way chosen for the portal. While this is not a very difficult problem technologically, it can be very difficult organizationally.
- ? *Many states also use portals to integrate internal services.* Financial management and human resource systems are the glue that binds the whole of government together. While improving such systems through standardization on an enterprise-wide basis is essential, it is always difficult.
- ? *For example, sharing map data can help emergency responders* deal with the electrical, gas, water, sewer, or telephone grids requires that local, state, federal, and private parties use the same geographic information standards. To do this, however, we must bring together the relevant parties to negotiate, compromise, and ultimately set and implement the needed standards.

Going beyond technology to change workflow and job responsibilities across multiple organizations will be even more difficult. But such changes must be made if we are to cut the unit costs of services as much as they can and need to be cut.

Fundamentally, the success of the governor and our administration will depend on “cross-boundary” work. It will take strong leadership from the top and substantial amounts of time. *Therefore, even the very first appointees must know that this governor demands support for administration-wide, cross cutting technology initiatives.* If the kind of buy-in we need is left until after the first rounds of hiring, it will be exceedingly difficult to achieve later.

On the other hand, *if we act now there is plenty of time to prepare the ground, plant the seeds, and harvest the results before the voters must choose again.* By starting during the transition we will not only make the governor's vision clear, we will also position ourselves to deliver visible results on services, on the economy, and on the budget.

We need to get started immediately. We need to put technology onto the governor's short list.

WHAT must we do?

In addition to organizing the right kind of talent search and staff (see the section that follows this one), we need to move now to shape the governor's strategic themes, make sure our priorities are reflected in the budget, and act on other top priorities.

1. Shape the governor's IT-related themes

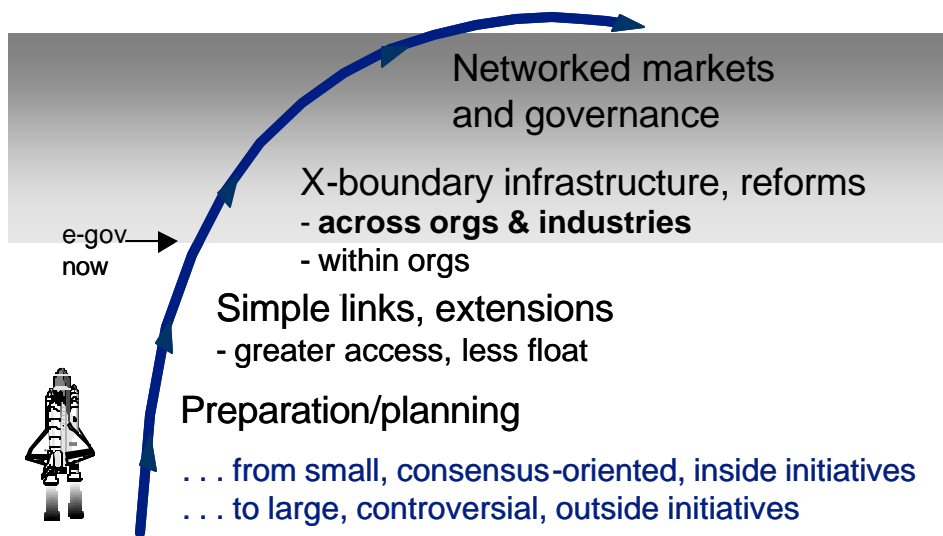
To win while campaigning required keeping on message. To win while governing brings similar challenges. In a distracted world, we need clarity and focus and repetition to mobilize supporters. In many ways the governor's most important tool is the "bully pulpit" of the office. We must use that pulpit effectively.

So, what should the essential messages be? What will fit with the governor's style as well as the political landscape? At what level of detail will the governor be confident not only asking for support but engaging in the kind of free-form Q&A that shows this is a real priority and not just "another speech."

We make progress on e-government by reallocating labor across larger communities of interaction. So far we have largely reformed the distribution links of the value chain to offer better accessibility on a program-by-program basis. For the next phase we need to change more links across more services to improve production efficiency in larger and more fundamental ways. We will ultimately be transforming the entire economy and society, not just the government. (See Figure 1, next page, comparing our status now to a space shot that has cleared the gantry but not yet gotten into orbit.)

How far into this future should the governor go in focusing our vision? There's more than one good answer here, and also more than one bad one.

Figure 1
e-Government Now Moving into Cross-Boundary Territory



Good themes

Good IT-related themes could speak to different audiences at different levels of intensity. On one hand we could pursue IT-based transformations as our central and most important goal. Or we could use IT in a less visible role to support other goals, perhaps focusing on the internal government rather than the general public. In any case, **IT must at least make the “short list” – i.e., the handful of goals that both internal and external audiences would volunteer about us when surveyed as to what we stand for.** In that context, here are themes we could pursue through IT-enabled initiatives:

- ? *A new society.* Here we offer leadership for the new social, economic, and political relationships needed in an intensively networked world. This would require mobilizing external community and business groups in addition to implementing major changes inside the government.
- ? *A new economy.* Here we offer government partnerships with the private sector to attract good jobs to our jurisdiction. For this we would focus on education, training, and business development. We would also use technology to make it less costly for businesses to interact with government, thus allowing them to put new savings into jobs and investments to improve their competitiveness.
- ? *A more accountable and productive government.* Here we offer reforms to make government more transparent, responsive, and efficient. While this will require external support and information dissemination, the focus is on government reform. Here we use enterprise-wide technology to integrate back-office and legacy systems in offering better solutions regardless of the agency first reached by the citizen.

- ? *A smaller government.* Here we use technology to create a smaller, less costly government that nevertheless offers good service. This goal will require serious external support to overcome opposition from incumbent programs and constituents.
- ? *A more secure government.* Here we offer improved IT-enabled security to counteract the major threats emerging in the past few years against essential infrastructures and the homeland.
- ? *Other goals.* Here we offer other goals such environmental protection, elderly services, or progress on other campaign issues; a key message is our commitment not only to better service, but to reforms made possible through IT applications.

Bad themes

Whatever we do, we should avoid two kinds of bad themes. The first are themes we cannot support with action. If we overextend we lose credibility; we need to communicate by what we do as well as what we say. The second are themes that fail to put IT on the short list of our goals and communication. For this administration to succeed, we must clearly communicate our commitment to using IT to reform how the state carries out its business.

* * *

As we shift from campaigning to governing, to some degree our audiences and issues will also shift. This is inevitable. What will not change, however, is the necessity to choose messages that support our strategic goals. We need to organize the governor's communications to include a focused set of well-designed themes related to IT-enabled reform.

2. Make painful budget cuts now, but support the IT investments needed to improve productivity and protect future budgets

The budget calendar demands decisions on an incredibly tight timetable. As we knew during the election, the state budget this year is headed towards one of its worst deficits ever, with none of the economic models holding much or any relief for next year. What we did not know is that the reality up close looks even worse than it did from a distance.

Even a complete freeze on all hiring for the next year – not bringing in so much as one new person to deliver on the promises made during the campaign – would probably not bring the budget into balance. Next year and beyond could also be awful. While the “miracle” growth of the past decade gave governors resources to work with, we don't have the money that has been available earlier.

So, how will we balance the budget and still deliver campaign promises? What does an IT-related agenda have to do with it?

The big thing is to avoid falling into the trap of “across the board” cuts where IT spending goes down in lock step with everything else. Cutting out the IT budget entirely wouldn't save much, but it would completely destroy our ability to make major savings

later. **The Governor, much like NYC's Mayor Bloomberg, must turn to technology – and even increase our spending on technology – as the only way the state can do more with less.** While IT spending can, of course, be cut in many areas, and while IT projects must stand up under extremely hard-headed business case evaluations, the reality is that IT – *if used well* – offers the best options we have for cutting costs to balance the budget over the life of this administration.

Our IT-related budget action should fall into several broad categories:

Cut IT-related costs

IT costs are not precisely identified in many government budgets but hardware, software, systems and IT staff for development, operations, and contracts comprise perhaps 5% of government spending (i.e., expenditures for government activities, not transfer payments). An unidentified additional amount goes for non-IT staff performing IT-related activities in the departments (informal technology training and support, network maintenance, etc.). Following years of growth in decentralized client-server computing, a variety of cost-cutting possibilities are available including:

- ? *Consolidate data centers* (mainframes and servers) *and networks* (WANs and MANs)
- ? *Reduce the costs of infrastructure* through upgrades, scale efficiencies, and – as has been done in Michigan and Pennsylvania – by managing it as a utility for user agencies
- ? *Standardize on fewer products* to reduce support and training costs
- ? *Outsource aggressively* (but maintain competition and control)
- ? *Negotiate better licensing agreements* including the use of open source tools and standards where appropriate

Use IT to cut other costs and improve productivity

This is the BIG opportunity. This is where we can use the necessity for cost cutting (and the pain it causes) to move on IT-enabled reengineering (previously avoided due to reluctance to deal with that pain). Since we'll feel the pain anyway, we should implement IT-enabled productivity projects to produce better and longer lasting budgetary and program results. Possibilities include:

- ? *Develop and aggressively extend online, self-service options* across the entire enterprise for business and professional licensing, tax payments, employee travel and benefits administration, etc.
- ? *Improve the productivity of field workers* (inspectors, parole officers, case workers, transportation workers) with mobile, wireless devices that access mission-critical systems to reduce cost, time, and errors

- ? *Use electronic procurement and e-commerce* to leverage competition and just-in-time delivery on office supplies, vehicle maintenance items, medical supplies, etc.
- ? *Develop dispersed work and training* along with an extended state network to conduct more of the state's work from lower cost, economically challenged areas of the state
- ? *Outsource to suppliers who can use IT-enabled production more effectively than the state can* in areas like prisons, vehicle maintenance, healthcare, and human services

Increase IT-related revenues

The state charges fees for certain services where the person or institution using them captures the benefits. Thus we charge lawyers for looking up real estate titles electronically or in person. Similarly, many states have funded their portals – while also offering a wide variety of free services to the general public – through fees on selected business-oriented services.

As we offer IT-delivered services where billing is cost-effective, we need to think about how to use appropriate pricing. Yes, fees are controversial, and yes, we need to protect privacy and promote open access to state services. Nevertheless, we also need to protect the taxpayer against inappropriate “free riders.” Well-designed fees may make the government more responsive to users while also raising much needed revenues.

Use IT to improve revenue collection

For the economy at large, technology has revolutionized billing and revenue collection. Bank clerks are out, with ATM machines and online banking in. But modern financial management has not been widely applied in government, which still depends on paper-based methods that are slow, inaccurate, and expensive. As a result, the tax bill may be as much as 20% higher because of uncollected revenues and administrative inefficiencies. These can be reduced when, for example, data mining prevents the processing of a tax refund from one agency while other taxes are delinquent for another agency.

While we can't immediately get all the benefits of reengineered collections, we should triple the funds we collect electronically over the next three years. In addition, we can use technology-based tools to save big dollars through reduced fraud and abuse.

Improve budgeting and business case analysis for IT projects

The way the state builds its budget misses too many good IT opportunities. Budget preparation looks at program-by-program expenditures for the next year, plus or minus 10-15% to give room to adjust priorities and balance the budget.

But the best IT initiatives won't be found through typical budgeting. The governor needs cross-boundary initiatives, not program-by-program; multi-year investments, not single year expenditures; innovations in work organization, not plus or minus what the state has already been doing. Equally important, the big benefit for IT is better value for the public overall, not just value for the agency needing to balance its budget.

We need to get started immediately to improve how the state budgets for and evaluates IT initiatives. We should:

- ? *Involve IT in the early stages of agency budget development and strategic planning.* While not all initiatives will involve IT, determining early on what IT can enable is often essential in developing new initiatives.
- ? *Use capital rather than expense funds for long-term investments,* especially for statewide information infrastructure; much as has been done in Massachusetts, this is one way to coordinate cross-boundary projects and leave room to maneuver.
- ? *Set up a centralized fund to encourage cross-program investments* that do not have to compete directly against already-established programs.
- ? *Develop procedures for public/private partnerships* to share risks and align incentives (what the federal government generally calls “share in savings” contract arrangements).
- ? *Develop better methods to evaluate the business case of IT initiatives,* especially where stakeholders other than the initiating agency capture benefits and risks are organizational rather than technological.

* * *

Success with the above won't allow us to escape cutting staff or make it easy to balance the budget. But it will help, and it will ensure that scarce resources go to where the governor and public need them most.

3. Pursue immediate priorities such as improved security, economic development, and extensions of the state portal

Shaping our themes, negotiating the budget, and staffing up will be huge challenges. To succeed we'll need to stay focused. We must avoid setting unreasonable expectations or foreclosing opportunities. We must stick to initiatives both important enough and urgent enough for transition work. Among the key priorities are information infrastructure and homeland security, economic development, and immediate extensions to the state portal.

Invest in IT for Security: for information infrastructure and the homeland

In a world where foolproof security is impossible, we must nevertheless move quickly to shore up weaknesses where we can. If more bad things happen – and they will – we must prepare to account to a public that needs to understand what we have done to protect them.

Learning from 9/11 and other disasters, we must develop reliable and interoperable communications and data for first responders including protective services, law enforcement, and health care workers. We need wireless communication that can resist and respond to attacks and natural disasters. We need redundancy and business continuity when the unthinkable occurs. Long-established security practices – disciplined password

management, disaster recovery planning, separation of responsibilities, etc. – have now become mandatory and not merely another sensible thing to do.

We must also implement technologies and procedures – including biometrics – for the identity authentication needed to make systems more secure against unauthorized use. This will raise technical, business, and political controversies. However, waiting these issues out is no longer a good option.

We **MUST** improve security. In doing so, we will need to make wise tradeoffs between security and privacy. While bad tradeoffs may often be avoided by good planning, progress will be difficult. The public isn't sure what is possible or what it wants. When the next disaster strikes however, we'll need to have done everything we possibly could to limit its damage. Claiming it was someone else's responsibility won't work.

The good news is that this may be an issue that could generate some additional federal funds. Once the federal Homeland Security appropriations begin moving, we need to be ready to get our share to meet our own needs.

Invest in IT for the Economy: for the transition to global e-commerce

For many citizens, the most important frame for hearing about technology is not government reform (boring, unbelievable) but the impact it is making on the economy and lifestyles. Technology is about jobs and pocketbooks and quality of life. In this context, the role for government is not center stage, but support for the private and non-profit sectors in making economic reform and development happen.

This is the context for global digital commerce as an issue for the transition team. The IT initiatives of this administration will require not only internal work, but a heavy external focus as well. The unit for reform will not be government alone, but entire industries that must become globally competitive. We thus need to decide on key clusters, offer modern broadband communications, and support pre-commercial R&D and other entrepreneurial initiatives. We need to develop world-class, business-relevant education and continuing education. Perhaps most important, we need cooperation across our metropolitan regions to make us both livable and exciting for the great jobs and workers of the future.

Extend the state portal

Our portal provides a good base for expanding e-services and making our IT themes immediately visible and concrete. What's out there already is pretty good. While we may not have created it, we should draw attention to it. We might also move early for improvements that can grow to become increasingly visible throughout our first year in office. Specifically:

- ? *Make the portal more customer/citizen-centric.* Organize it to support “life event” or customer clusters (those who are moving, getting married, meeting licensing requirements, etc.). Add search tools and transactions to make the user's experience more intuitive and useful.

- ? *Market the portal for greater use and efficiency.* Since many government transactions are linked to private transactions (as moving is linked to giving many public sector and private sector parties your new address), we can leverage private interests for helping us gain greater visibility for web-based government. This, in turn, will grow the volume we need for efficiency and possibly also for private ads to offset our costs.
- ? *Use the portal as motivation for extended infrastructure and standards.* The portal offers great opportunities for access to standardized state and private databases (via XML and GIS standards), and for extending wireless access. We need a next generation of infrastructure to tie services seamlessly together, and the portal can serve as the entry point and wedge to reach those benefits.
- ? *Develop an Intranet-based portal to improve employee teamwork.* An internal portal can significantly cut training costs, improve human resource management, reduce the costs of program administration, and provide more consistent answers to questions from the public.

While portal work might normally not be considered urgent enough for transition work, it offers an unusually responsive way to show early results. Portal work – that is, statewide portal work that may also integrate with local and federal services – thus merits inclusion on the transition agenda.

* * *

No doubt about it: as with governors before us, the transition agenda will be packed. However, unlike most of those who have gone before us, this governor needs to put IT-related issues on the short list. Whose help and support will we need to do this?

WHO is critical for success?

In staffing up, the imperative is not to fall into the old trap of thinking that the IT agenda is something for the CIO alone. Like everything else on the governor’s short list, the key players are the governor, the governor’s appointees, and outside stakeholders.

1. The governor must be the leader and everyone must know that the governor cares, notices, and will act

Only the governor can make this IT-related agenda real, although the rest of us can help. It is NOT necessary for the governor to become a techie. Yes, there are new concepts and a language to be learned, but that’s true whenever the governor exercises leadership. What the governor must do is establish the vision of where the state needs to go, allocate the budgets and authority needed to get there, resolve conflicts, and – in general – set and fight for the IT agenda both inside and outside the government.

Ongoing commitment will be vital. The governor needs to explore and explain what we’re doing: with foes as well as friends, in private as well as public, with the “kitchen cabinet” as well as formal advisors. Knowing technology is not nearly as important as knowing how technology changes work and who can be trusted. Communicating goals

needs to be followed by developing measurement scorecards to communicate results. People must clearly see that issues are being addressed and progress is being made. Over time the governor needs to energize the agenda and measurement system by rewarding good performance and punishing bad. Just as for other priorities.

2. The governor's appointees must advance the IT agenda through sound advice and coordinated support

Our most critical task is attracting the talent we need to develop, support, and advance the governor's agenda. For the IT elements this will obviously require a good CIO. Perhaps even more important, it will also require that the central administrative officers, agency heads, and advisors to the governor all become comfortable with and committed to the governor's IT agenda.

The Chief Information Officer

With IT on the short list, the CIO needs not only to gain allegiance from the technology staff, but also trust as a member of the governor's team. Ideally, the CIO will need formal authority over IT budgets and strategic IT projects as well as over central IT services, infrastructure, and standards. Since much work will be done through contracting, the CIO will need relevant experience from industry and, preferably, from major government reengineering projects. It almost goes without saying that the CIO will need to communicate extremely well with the governor and senior executives on the governor's team.

Central Officers: for budget, personnel, purchasing, communications, etc.

The heads of the central administrative offices are always important. When the short list includes reform they become even more important. When reforms cut across departmental lines – as they will for us – they become yet more important. They and their staff provide analysis essential in deciding how to use the governor's authority: in allocating funds, negotiating with unions, developing internal reporting and accountability scorecards, and developing internal and external communications programs.

For us, these officials need to be skilled and enthusiastic about IT-based reform. For example:

- ? *The budget director* needs to ensure that information infrastructure and cross-cutting reengineering opportunities are properly analyzed and included in budget preparation
- ? *The personnel director* needs to ensure that the state has flexibility in redesigning jobs and can move to attract and retain competent technology staff
- ? *The purchasing director* needs to ensure that the state can contract for IT on the basis of shared risks and best value, not just specified inputs and low cost
- ? *The communications director* – and the governor's speechwriters – must be comfortable with issues of technology, reengineering, and information policy.

Agency heads

In searching for potential department heads, many administrations identify people made visible by their policy positions in publications or speeches. While policy is important, of course, this can easily result in leaders with no management skills. A reform agenda – where we use IT to change jobs and the shape of state agencies – demands leaders who above all are strong managers and change agents and can work as a team across the government. Our talent search must therefore be structured to find such people. Candidates should be interviewed to assess how knowledgeable and comfortable they will be as leaders in statewide efforts to apply information technology. The time to assess buy-in to the governor’s short list is when agency heads and managers are hired, not after.

Other staff and advisors

The governor also needs other sources of competent and candid advice on IT issues, especially from those with no turf to maintain, and those familiar with what is going on outside the state government. At least one member of the governor’s personal staff should be passionate about the IT agenda. The governor should also take advantage of advisory groups and task forces as desired on IT issues. For this governor, perhaps the best single thing we could do is to find the right senior person respected by outside groups and deeply trusted by the governor. That person should not be given an organizational turf, but should become an e-government evangelist and reformer, turned loose inside and outside to represent and report back to the governor on how things are going.

* * *

More than anything else, transitions are about assembling the team. This governor’s team needs to be skillful at applying information technology through initiatives that cut across agency lines and work closely with outside partners.

3. We must also reach other stakeholders including legislators, the media, state employees, business groups, and the public

While our own appointees are obviously important, so are others with interests, legitimacy, and power on IT issues. Building relationships with these stakeholders is another key task for the first several months.

Legislators

Our technology-related prospects will grow if we can find sustained bi-partisan support. While that might be impossible on heavily ideological issues, on issues related to e-government we should find good opportunities for cross-aisle cooperation.

Our first support is likely to flow from campaign-built relationships. But we must also reach out to other legislators, especially through one-on-one sessions with those with leverage over appropriations. We need to establish good channels of communication. Legislators and their staff, perhaps even more than others, will need to know we are committed to the IT agenda for the long haul.

The Media

Over time, economic incentives will pull media coverage towards age-old themes: political conflict, bureaucratic incompetence, and corruption. The media live largely on negatives.

But it won't start that way, so we should leverage the honeymoon as long as possible to get our IT-message out to where it can do some good. Reaching even one journalist who believes in our agenda can do an incredible amount to keep the community informed and supportive. The early stories will define our post-election persona, so we want to be sure that everyone knows IT is on the short list.

We should also note that the "new media" and web-based journalism offer powerful thought leadership opportunities. We must work those channels. We should even be prepared to bypass the commercial media to reach targeted publics with our own electronic connections where needed.

State employees

State employees are naturally nervous about the budget and their own future. Of necessity we must cut staff this year, but we should cut enough now to hold the line later. In particular we should support those committed to reform with a more professional and productive IT-enabled environment. The value we'll create via IT applications should be enough to share equitably with employees; yes, change is necessary and downsizing is necessary, but the future environment for state workers should be much better than what we have today. We need the insights and energy of state workers and we need to start right away in searching for support.

Business groups

The business community desperately needs our IT-based agenda to improve information infrastructure, the efficiency and effectiveness of state services and workers, and the business environment more generally. We need to nurture our relationships with business not only for their expertise and performance as suppliers to government, but also for their ability to help mobilize political support with the public, the legislature, and the media.

The public

Most of the public has not asked for e-government, at least not directly. They want security, a return to economic growth, and many other things, but by and large they have not connected those goals to a need for technology-based government reform.

This is not surprising, and not a showstopper. What the public has begun to expect and demand is the same standard of convenient service from government as from the private and non-profit sectors. This is why they have reacted well to on-line government services, to government on demand, to government "on line rather than in line." Building on this success we need to expand and integrate e-government services.

Perhaps even more important, we also need to stay in close touch with citizen perceptions and demands through traditional and technology-assisted communications and analysis.

We must explore and expand our customer relationship management capabilities. We should benchmark state services and make government performance against those benchmarks readily accessible and transparent. Good communications will require developing appropriate scorecards to report results honestly and regularly to the public.

* * *

In many ways the IT agenda is another political campaign. It needs to be treated as such, with similar efforts at organizing the many groups we need to support us.

HOW do we move out on IT-enabled reforms?

Tasks for the first six months.

A key to our success is starting now to shape our IT-based reform agenda. Because of the enterprise-wide cooperation and substantial time required for many initiatives, this work is urgent as well as important. The figure on the next page summarizes our most critical tasks.

Figure 2:

Tasks for the Transition and First Six Months

Orientation: to key people, forces, and issues – Assess where they stand and why

- ? Candidates for appointment
- ? Senior civil-service managers, front-line workers, unions
- ? Business partners and the business community
- ? Legislators and other overseers
- ? The media and interest groups
- ? Thought leaders on information age reforms

Action: Don't dawdle – move out on key issues

- ? Shape the governor's vision: with reform as either central or supportive of other goals, but solidly on the short list
- ? Decide on the budget: make needed staff cuts now, but include IT priorities as the essential tool to protect future budgets
- ? Begin with other key priorities:
 - Extend and market the state portal for integrated services and self-service
 - Use IT to improve information infrastructure and homeland security
 - Invest in IT to prepare the state economy for global e-commerce

Organization: Build enterprise-wide discipline along with external support

- ? Organize the talent search to build support for enterprise-wide IT-based reforms
- ? Appoint key staff with skills to drive the IT-based reform agenda
- ? Develop scorecards to measure departmental performance and report both to the governor and the public
- ? Organize external advisory groups and build external support
- ? Search the globe for the real opportunities (copying is often both easier and safer than pure invention)

Overall, unlike before, be sure to put IT-based reforms on the "short list" . . .

Conclusion: The Big Rocks First . . .

A bucket filled to the brim with big rocks still has room for many smaller rocks and then even sand. But if the big rocks don't go in first, you can never get them in later.

For this governor and this administration – unlike those that have gone before us – issues related to information technology, e-government, and the transition of the state economy and society to the information age will be “big rocks.” They must go in at the very beginning.