Digital Strategy Team

Informal Concept Note*: Options for an Implementation Framework to Advance Digital, Results-Driven Government*

One framework, staffed reporting to COO, focused on digital delivery and results

Driven by these principles:

  o   agile, customer-centered, data-driven, coordinated, outcomes-obsessed

Frame: Governor and COO's vehicle to ensure an effective, high-impact government, advances the change necessary to become that (esp through **tech transformation, data interoperability, cross-govt performance agenda**)

Accountability and authority: The enterprise is accountable to the Governor for achieving results, and empowered by the Governor to advance the digital and performance agenda across government, ensuring agencies better achieve their own objectives, facilitating coordination to address gaps and reduce redundancy. Enterprise is resourced (staff/funds) to support agencies to do so.

AREAS OF FOCUS

1. Tech Transformation for improved digital delivery
    - [initial playbook: digital delivery team recommendations & CIO recs]

2. Generate value from data
    - [initial playbook: data policy team recommendations & CDO recs]

3. Implement outcomes-driven government across programs and services
    - [initial playbook: gov performance team recommendations]

4. Advance an underlying infrastructure to enable the above
    (Note: this section largely covers challenges/barriers the new enterprise will likely come across but that we can't yet predict/plan for – notion is to empower it in advance over the unknowns)
    - Empowered to identify and remove barriers to achieving the above
    - Focus on culture change (b/c 'culture eats strategy for lunch')
    - Address structural challenges in statute, regs, HR, procurement standards

GOVERNANCE, FEEDBACK, VEHICLES *(need better term for this category)*

- Outside digital & results advisory council (of expert citizen leaders)
- Internal steering committee (Chaired by Gov, led my COO – including Gov's CoS, Gov's OMB Sec, DAS commissioner, select commissioners)
- Getting good by getting practice: Targeted commissioner-level cabinets focused only on outcomes using the tools of data-sharing and facilitate cross-silo collaboration (see family success cabinet concept among cross-cutting proposals) – charged with X# proof points (ie shared outcomes contract to increase employment, co-fund smart city public heath solution), and Y systems change steps (ie data MOU with real-time data exchange; shared cloud server interoperability).
  - As example see Sen. Moore's proposal on Family Success Cabinet that was selected at meeting of co-chairs on cross-cutting policy solutions

EXECUTION

Staff enterprise appropriately to meaningfully advance playbooks above w/ flexible execution plan incl landscape analysis, milestones, timelines, OKRs/KPIs. Initial staffing thoughts:
- **Core staff:** CoS, digital people, design thinker, 2-3 project managers, admin support, program support, legislative liaison, cross agency lead 1[1]; cross agency lead[2]; Cross agency lead 3[3]
- Also, at minimum oversee following current functions at OPM: CDO team, IT Policy Director -- dotted line or direct oversight of CIO (for more, see "authority/seniority" section below)
- Dotted line to embedded agency staff (agency CIO/chief digital officer/ agency chief performance officer), at least one of whom is direct report to commissioner

Big-picture management: set and track cross-government performance objectives (see current structures in multiple states. See also McKinsey transformation approach.)
- Use as agency alignment exercise, ongoing accountability tool
- At-a-glance progress indicator
- Easy for citizens to understand

Implementation strategy intermixes 'quick-hit' proof points with longer-term work of systems change
- By calling for a steady cadence of attainable, short-term wins to fuel the hard work of longer-term systems change, this implementation approach will feed faith that larger transformation is possible, continually highlighting the value proposition and its achievability

Communications **heavy** (b/c if governor is not talking about it, it falls off the radar)

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[1] health/human services/education/workforce/corrections agencies
[2] infra/transportation, energy/environment; agriculture, economic development agencies
[3] consumer services – DMV, DCP, public safety, library, banking, regulatory functions

- Agenda must be bold enough to generate wins that are appreciated by the press and public. By continuously reinforcing the digital performance agenda with announceable, smaller scale accomplishments along the way, this agenda allows for an enduring emphasis that can sustain through media cycles.
    - Strategically ID achievable quick-hit wins that align with gubernatorial priorities and line up a pre-planned cadence

ACTION IN FIRST 100 DAYS

Week 1: **Governor Issues an Executive Memorandum** on digital, results-driven govt

- Describes importance and value
- Announces he will create:
    - outside digital advisory council (of expert citizen leaders)
    - Internal steering committee (Chaired by Gov – included Gov's CoS, Gov's Policy director, OPM Sec, DAS commissioner, select commissioners)
- That is charged with developing an actionable plan within [60-100 days]
- Charges OPM with staffing it with X-member team* (may start with 3 right away)
    - Exec order needed for this?
- Charges all commissioners ensuring missions are carried out w/ results-focused, delivery-driven approach that puts customer experience first
- Memo should include topline directional thought on core areas covered by digital strategy policy committee (talent, procurement reform, data gov, etc)

Week X: Governor could discuss in **State of State Address**

Day 100 (or sooner) – At completion of final report, **Gov issues Executive Order(s)** putting relevant pieces in place:

- Implement relevant initial recommendations of Steering Committee
- Update the charter of the IT Bonding Committee with digital delivery principles
- Create commissioner sub-cabinets to advance gubernatorial cross-silo priorities and proof points

In the meantime: **additional announcements/progress could be made in first 100 days** (see cadence section below)

- Stand up initial structure to staff planning group and begin agency work [3,12,30] person team in [50-100] days (note could start with 3 person team from day 1, expanding to 12-30 within 50-100 days, larger team sizes would include absorption of other OPM teams)
- Data Plan implementation timeline in [20-45] days
- Initial legislative package designed in [20-45] days (*when is deadline?)

- Executive Order for any need functions in [30-60] days
- Update IT Bonding Charter in [30-60] days
- Announce cross-silo commissioner-level performance cabinets in [30-60] days
- Advisory contracts in place in [30-100] days
- [Monthly/Bi-monthly] proof point communications start in [30-90] days
- Performance goals for [select/most/all] agencies in 100 days
- Initial IT restructure concept drafted in [60-100] days

CADENCE - OPTIONS

Assumptions:

- Mix of standing up new elements (leadership, empowered data plan) and restructuring existing elements (IT infra)
- New budget goes into effect July 1 (can't get too robust on new expenses until then)
- Initial efforts would simply build on the work of the digital transition team, digital and performance work, cross-silo projects effort, and work of transition staff and consultants in these areas

Slowest approach:

- Governor's Planning Commission on Digital and Performance
    1. Plan outline complete and stand up initial structure (3 person team) in 50 days
    2. Mention in state of state
    3. Executive Order @ 60 days
    4. Updated IT Bonding Charter @ 60 days
    5. Advisory contracts in place @ 100 days
    6. Bi-monthly proof point comms start @ 90 days
    7. More substantial staffing structure (12-15) in ~6 mos
    8. Performance goals for select agencies @ 100 days; all 6 mos
    9. IT restructure plans (CIO) in place in 6 mos, implemented over next 6 mos
    10. Legislative package passes in June for modest changes, funding; boost to IT Bond fund
    11. Design larger change legislation for next leg session (spring 2020)

Medium-paced approach:

- (a) Governor's Planning Commission on Digital and Performance and
- (b) **Senior leader** (reporting to governor/CoS/OPM Sec) plus **2-3 staff members**, from day 1 to design and implement a structure

1. Plan outline complete, stand up more substantial team (~12 staff) in 100 days (possibly add agency-embedded staff)
2. Paragraph/subtopic in state of state
3. Executive order @ 30 days
4. Updated IT Bonding Charter @ 45 days
5. Advisory contracts in place @ 60 days
6. Monthly proof point comms start @ 60 days
7. More substantial staffing structure (full team) in 6 mos
8. Performance goals for *most* agencies @ 100 days; all 6 mos
9. IT restructure plans (CIO) in place in 4 mos, implemented over next 6 mos
10. Legislative package passes in June for moderate changes, funding; boost to IT Bond fund
11. Design additional significant legislation for next leg session (spring 2020)

Fast approach:

-   (a) Governor's Planning Commission on Digital and Performance and
-   (b) **Senior leader** (reporting to governor/CoS) **plus 15 staff members**, to design and implement a structure
    1. Plan outline complete, stand up full initial team (~30 staff, not all new hires some from restructure) in 100 days (possibly add agency-embedded staff)
    2. Executive order @ week 1
    3. Major theme in state of state
    4. Updated IT Bonding Charter @ 30 days
    5. Advisory contracts in place @ 60 days
    6. Monthly proof point coms start @ 30 days
    7. More substantial staffing structure (full team) in 6 mos
    8. Performance goals for *all* agencies – 100 days
    9. IT restructure plans (CIO) in place in 4 mos, implemented over next 6 mos
    10. Legislative package passes in June for significant changes, funding; boost to IT Bond fund
    11. Design small remaining significant legislation for next leg session (spring 2020)

BUDGET

Launchable without fiscal impact over the second half of FY19. In next biennium modest progress would require $36MM in FY20 and $60MM in FY21 (90% in IT/digital delivery). Transformative impact to fully realize the value proposition here may require reaching an annual increased investment of as much as $300MM (95% IT/digital delivery).

FY 20/21 (July 1, 2019 – June 30, 2021)

- Core Staff
- Ongoing consulting
- New IT staff, leadership positions
- Funding of data plan (more data staff/cost coverage/research partnerships)
- Innovation budget (outcomes contracting, cross silo projects)
- IT Bond fund
- Digital service a la Obama 18F/USDS
- Other IT costs are the big driver – IT Centralization may cost $10MM year for 3 years (per CIO), to achieve state-standard IT spend CT would deploy an additional $300MM+/year. That is a big reach, but could stake steps. Note also, states not known for efficiency in IT procurement, we should look for options to do more with less, just smarter.

AUTHORITY/SENIORITY OPTIONS

Options for where this effort could land in seniority. In all cases leader could also be referred to as "Chief Performance Officer"

Minimum: Oversees agency goal setting with real enforcement authority and support resources for IT, data and performance strategies; authority to advance cross-agency collaborations , IT Policy, contracting policy, Leader manages OPM CDO team, OPM IT Policy Staff, new performance team; is Senior to CIO with dotted-line collaboration, CIO remaining at DAS
- Resides at OPM
- Leader title: Undersecretary for Performance and Digital Strategy
- Reports to OPM Deputy Secretary/OPM Secretary; Peer to Undersecretary/Agency Commissioner
- Dotted line to Gov for key performance reports)

Modest: Above plus leader also manages OPM Policy Staff, larger performance team, legal interpretation authority
- Resides at OPM
- Leader title: Deputy Secretary for Performance and Digital Strategy
- Reports to OPM Secretary, Peer to OPM Deputy Sec
- Dotted line to Gov for regular performance reports

Moderate: Above but CIO is direct report *and* CIO is made commissioner/cabinet-level with IT functions remaining federated; oversees Contracting policy and procedure, manages Central Contracting Unit
- Resides at OPM or Gov's Office

- Leader title: Deputy Secretary/Deputy CoS for Performance
- Reports to CoS (perhaps and OPM Secretary), Peer to OPM Deputy Sec/DAS Commissioner
- Dotted line to Gov for regular performance reports

Substantial: Above but IT functions centralized in larger CIO agency, plus State HR Director is Direct Report (formerly at DAS, HR becomes centeralized rather than federated), functions as Cabinet Secretary
- Resides at Gov's office/new agency
- Leader title: Secretary of Performance/Cabinet Secretary
- Reports to Governor/CoS, Peer to OPM Secretary

Highest: Above but DAS Commissioner is Direct Report, Cabinet Secretary function with dotted line reporting of all commissioners for performance
- Resides at Gov's office
- Leader title: Cabinet Secretary/Chief Performance Officer
- Reports to: Governor/ CoS (sit in Gov's office)

Agency-level structure –

Critical to have agency alignment. May start with a subset of those that are ready. The following would have a dotted line to new OPM performance structure noted above (at whichever level).

- Min: Each agency has embedded chief digital officer/CIO/performance officer reporting to commissioner and a data officer (per state data plan)
- Mid: Each agency has chief performance officer, chief digital officer/CIO, chief data officer
- Max: Every agency has an outcomes division (combining IT, data/research ppl, performance) – serves line divisions, helps sets target, tracks performance, hands on with special projects/proof-points

Possible exercise:

What does success look like:

In 4 years

In 2 years

In 1 year

In 6 mos

In 90 days