

Digital Strategy Transition Policy Committee: *Governing for Results*

Co-Chairs: David Wilkinson and Joanne Collins Smee

1. *How should the Lamont Administration prioritize the policy goals in this area?*

Achieving Governor-Elect Lamont's bold vision in the face of CT's persistent budgetary challenge requires innovation and systems change in state government. To prosper and advance while weathering the storms ahead, CT must become **one of the nation's most cost-efficient, data-informed, results-driven states**.

There are significant, untapped opportunities for the Lamont Administration to create a better, more effective government: one that **generates more value for each public dollar spent** and strengthens state capacity to achieve Gubernatorial priorities across all agencies. Governor Lamont can do so by bringing **private-sector discipline to the mission of government**, advancing proven solutions that enable the state to:

- **Modernize digital delivery.** We use decades-old approaches and tech, undercutting every agency of government, comprising citizen experience, diluting the impact of billions in state spending. Systems routinely underperform despite being delivered behind schedule and over-budget: *Adopt agile private sector approaches, centralize IT, overhaul procurement, attract modern digital talent.*
- **Unleash data to drive results.** From opioid response to job training, CT invests billions to improve lives but it doesn't know how it's performing. Existing state data could tell us, but we don't access it: *Use data to find what works and make it work for more people. Deploy predictive analytics and real-time performance management. Achieve savings by cutting programs data proves ineffective.*
- **Break down silos & be outcome-obsessed.** Our fragmented approach to government costs more but achieves less: *Reduce redundancy, fill cost-driving service gaps, and improve citizen experience through cross-silo collaboration.* CT tends to reward process and compliance over outcomes and impact: *Fund outcomes, not inputs. Link taxpayer dollars with results to show government works, build faith in CT.*

2. *Which goals are achievable in the first 100 days of the Administration?*

Set in motion a new digital and performance infrastructure – embedded at OPM and/or the Governor's Office – that would be the Governor's vehicle to create a more effective, data-driven, high impact government.

The Governor could issue an **Executive Memorandum** on digital, results-driven government that would:

- Describe the importance and value proposition of modern, citizen-centered, outcomes-focused, data-enabled, performance in government
- **Establish a Steering Committee** led by senior staff that will develop an actionable plan in 50 days to measurably and systemically improve government performance; **implement an initial digital and performance infrastructure** in government; and develop legislative and administrative concepts for a complete structure to launch in FY20
- **Call on commissioners** to ensure agencies advance data- and results-driven driven approach that puts customer experience first

Following the Executive Committee's plan release, the Governor could issue **Executive Orders** that would:

- 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

3. *Which goals will require legislation? Which executive action? What will be the fiscal impact?*

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).

4. Are there specific challenges to achieving Lamont Administration goals? How to address those?

These solutions would measurably advance the priorities of all agencies but cannot be solved by individual agency action (misaligned attempts have meant squandered resources and turf issues). CT is decades behind the private sector due to our siloed system and insufficient executive support for elevating these issues to a degree necessary to drive attainable transformation.

Realizing the significant value of data- and results-driven government will only be achieved if it is a top priority of the Governor and if deputies leading this effort are empowered to identify and remove barriers to achieving a better, more effective government.

5. How will implementation of policy in this area create jobs and spur economic growth?

- State workforce programs will achieve measurably **better employment outcomes** when data insights reveal what works best for whom and when strengthened by cross-agency supports such as child care.
- Reducing regulatory burden through improved digital systems will strengthen businesses.
- As a major IT employer, CT can “be the change it wants to see”, creating **modern digital job specs** for top talent and committing to hire from the **new IT pipeline for under-represented populations**, serving as an anchor of a broader tech talent eco-system.

6. Are there opportunities for cost savings for CT government in the context of implementing this policy?

This business-minded approach may generate **hundreds of millions in added value and savings** for the state.¹ While the budgetary political debate is between program cuts or new revenues, this approach offers another tool and a third way: **systemically increasing the value achieved for public dollars** by meaningfully improving the cost effectiveness of CT’s limited resources.

The value proposition of these tools **may rival the scale of any politically plausible new tax revenues or programmatic cuts.**² What’s more, with systems up and running, the Lamont Administration would have the data to prove it.

7. What examples of success from elsewhere should the Administration study?

Attached resources offer many examples of states adopting agile tech approaches that are **generating millions in value and savings**; are **smarter, more efficient & more responsive** by using data to help solve their biggest challenges; and have proven **greater impact** by working across silos and by funding outcomes rather than inputs.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Communications strategy should intermix ‘quick-hit’ proof points valued by the public with longer-term work of systems change. Steady cadence of attainable wins allows for an enduring emphasis on Governor Lamont’s **business-minded approach to progressive governing that can sustain through media cycles**. It will feed faith that larger transformation is possible, continually highlighting the value proposition and its achievability.

By transforming the way government works, CT will be able to take bigger steps forward on the important outcomes – such as **employment, kindergarten readiness, safety, and community vitality** – that residents care about most. With data and evidence readily at hand, a Lamont Administration would be better able to **assert the impact of its leadership** by pointing to where it has achieved clear, measurable results. Progress in advancing this agenda would **position CT as a national leader**. It would give rise to a state that more efficiently manages resources, is more responsive to citizens, and that can weather challenges with greater resilience.

¹ The Fiscal Commission calls for similar efficiency approaches to save \$1B and to engage an efficiency consultant to do so.

² Approx. two-thirds of Connecticut’s non-pension, non-debt obligations are dedicated to health, human services, and education. Achieving 3% efficiency increase on the \$26.5BN in state and federal dollars deployed by CT in these areas would equal \$800MM in value. Obama White House analysis suggested wide deployment of data and evidence solutions could ultimately make governments 10% more efficient at achieving outcomes in these areas with comparable value and savings.