

Meeting Today's Needs and Preparing for Tomorrow

Information Management Framework

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Overview for Today

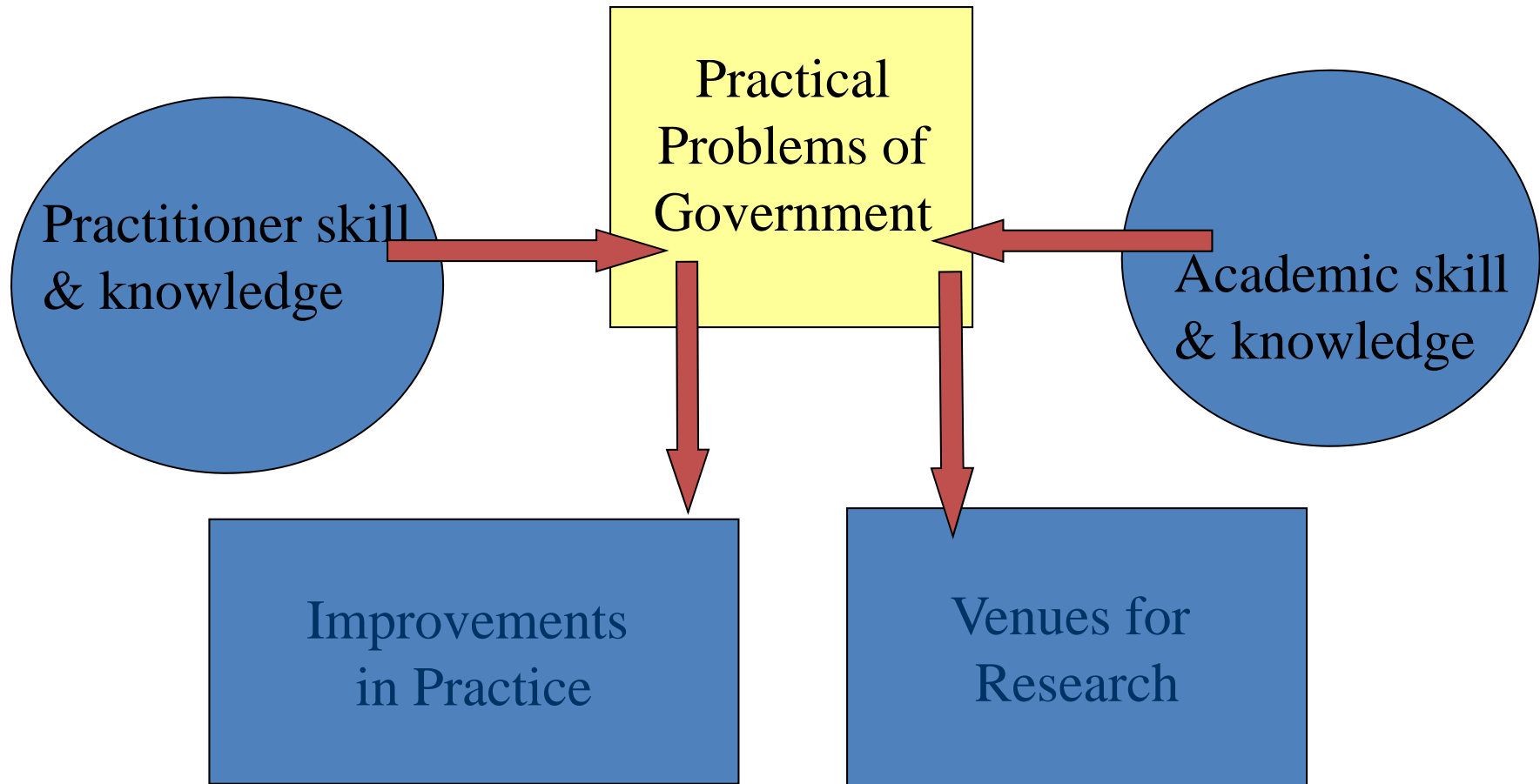
- A bit of background on Center for Technology in Government, University at Albany
- Challenges to government transformation
- Lessons learned from one local government
- Recommendations for moving forward

The Center for Technology in Government

Work with government to develop well-informed strategies that foster innovation and enhance the quality and coordination of public services. . .

. . . through applied research and partnership projects that address the policy, management, and technology dimensions of information use in the public sector

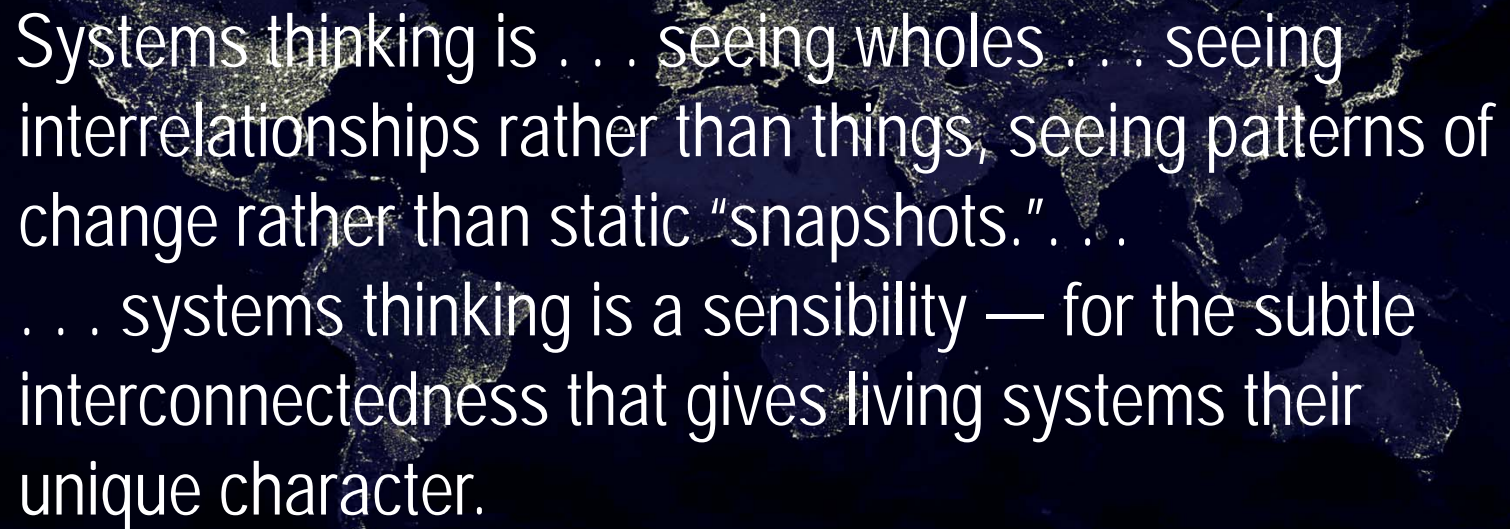
Research-Practice Partnerships



Why bother?

- \$78 billion per year - just in the federal government
- 8 in 10 initiatives go wrong in some way
- Public and political pressure to perform is often tied to information systems
- Promise (and promises) of e-government and transformation

Interconnectedness

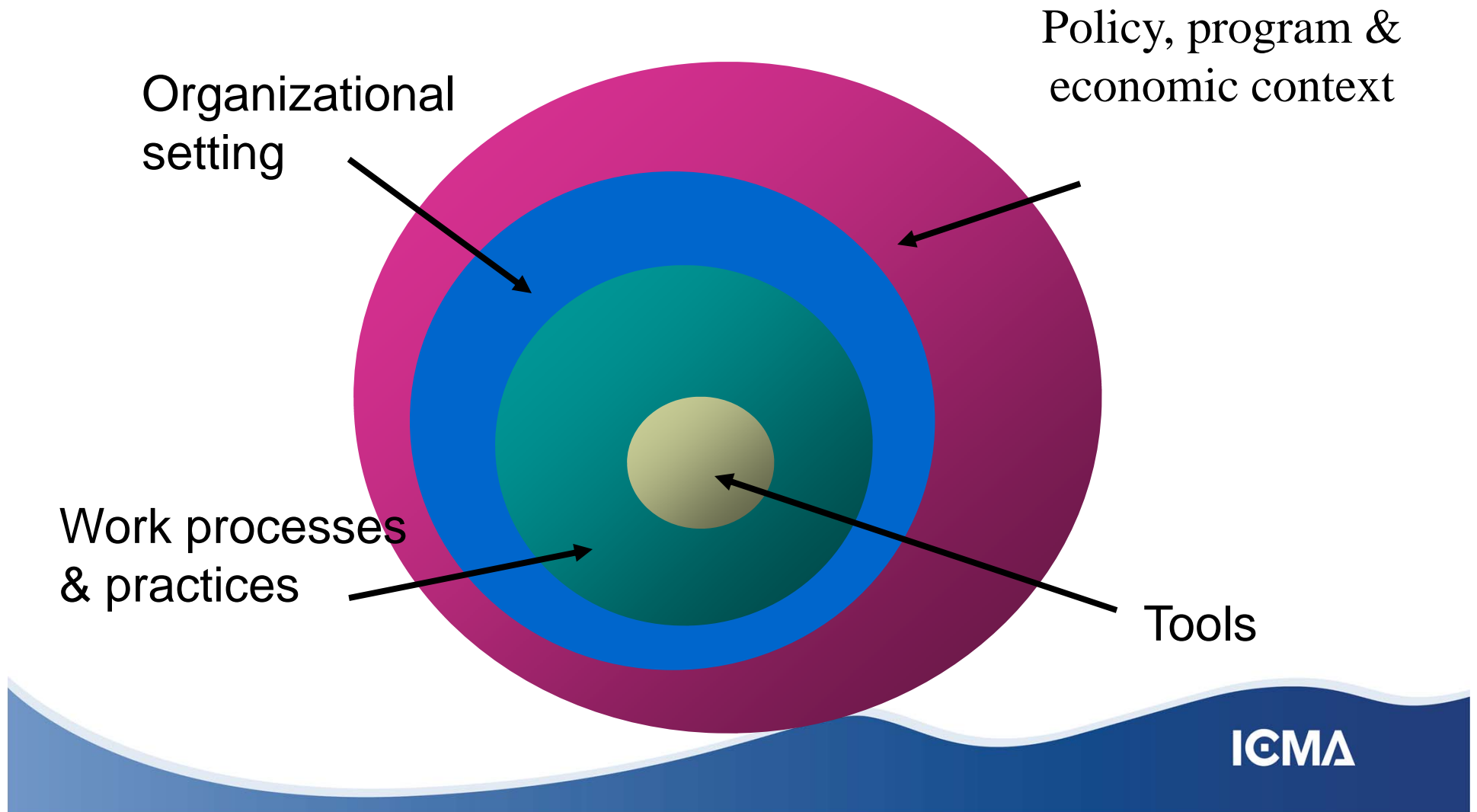


Systems thinking is . . . seeing wholes . . . seeing interrelationships rather than things, seeing patterns of change rather than static "snapshots." systems thinking is a sensibility — for the subtle interconnectedness that gives living systems their unique character.

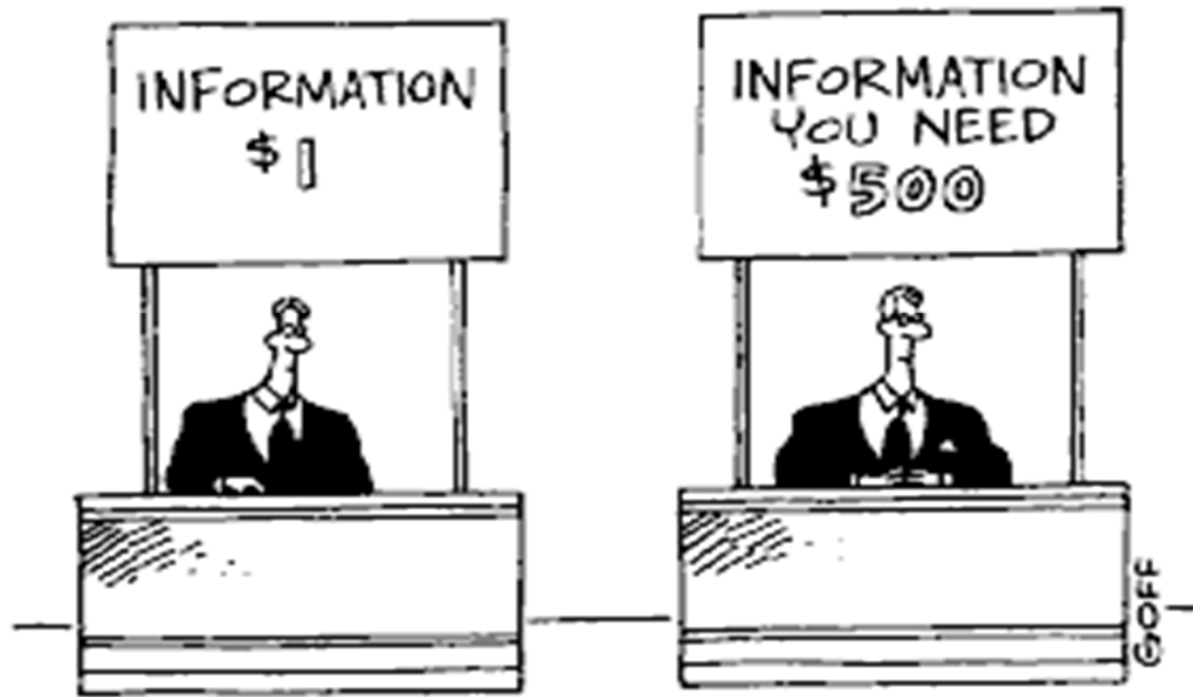
Earth at Night
More information available at:
<http://antwrp.gsfc.nasa.gov/apod/ap001127.html>

Astronomy Picture of the Day
2000 November 27
<http://antwrp.gsfc.nasa.gov/apod/astropix.html>

Understanding the risks of IT innovation



Information



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The purpose

- The primary goal of this project was to identify steps the city can take to meet today's needs and prepare for future challenges.
- The focus is on how information technology in particular must be positioned, governed, managed and used to meet the interests of the City to maximize efficiency, enhance service quality and increase taxpayer savings.

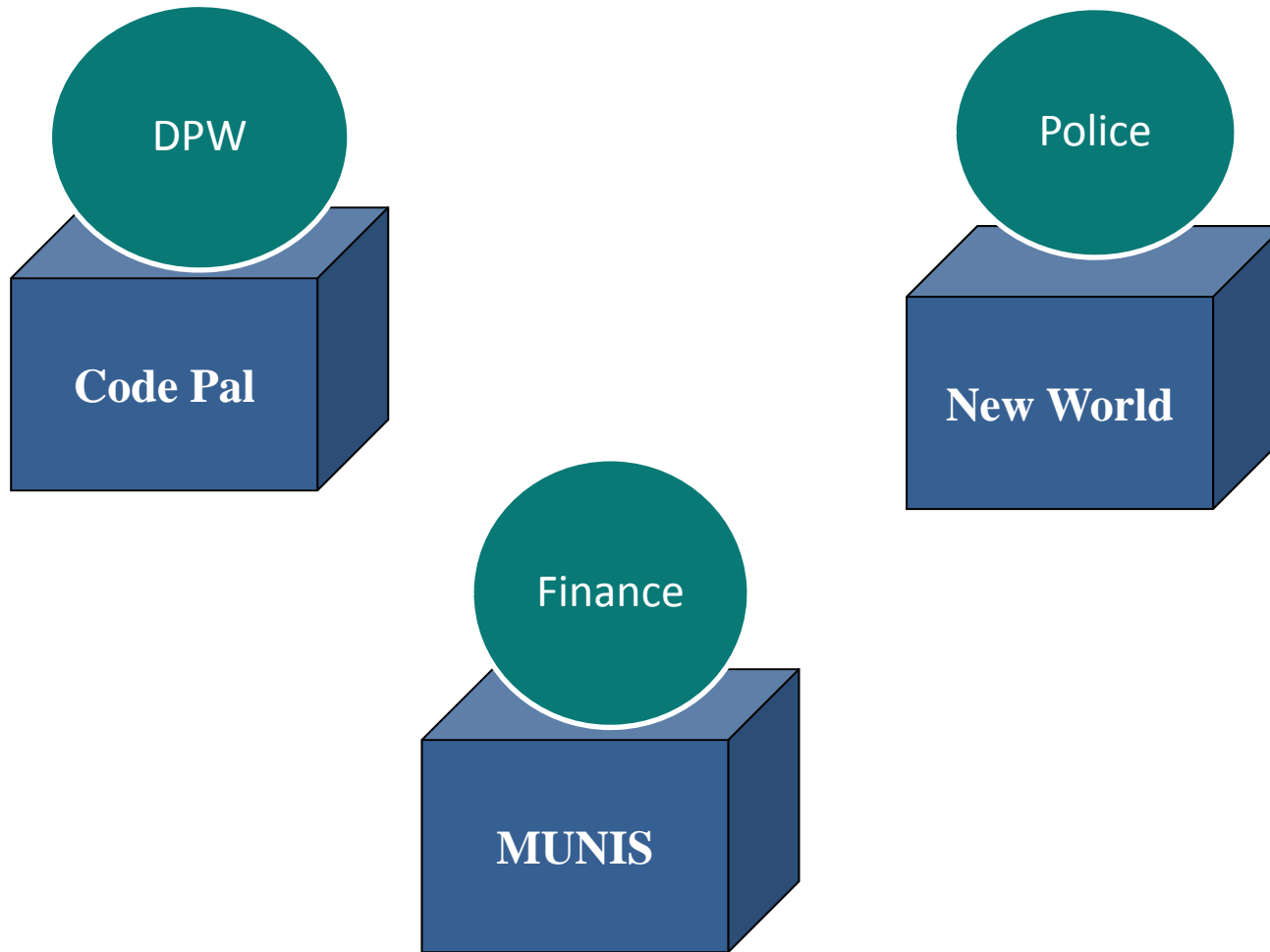
The Process

- Conducted *Envisioning Workshops* with department managers and key stakeholders to help define the necessary characteristics or goals of an contemporary information management environment as well as barriers to achieving those goals.
- Assessed the current state of the Information Technology (IT).
- Evaluated requirements necessary to meet the city's Information Technology (IT) goals.
- Identified challenges being faced by key stakeholders through multiple focus groups.
- Engaged key stakeholders in an inclusive process designed to elicit a vision for a 21st Century City Hall.

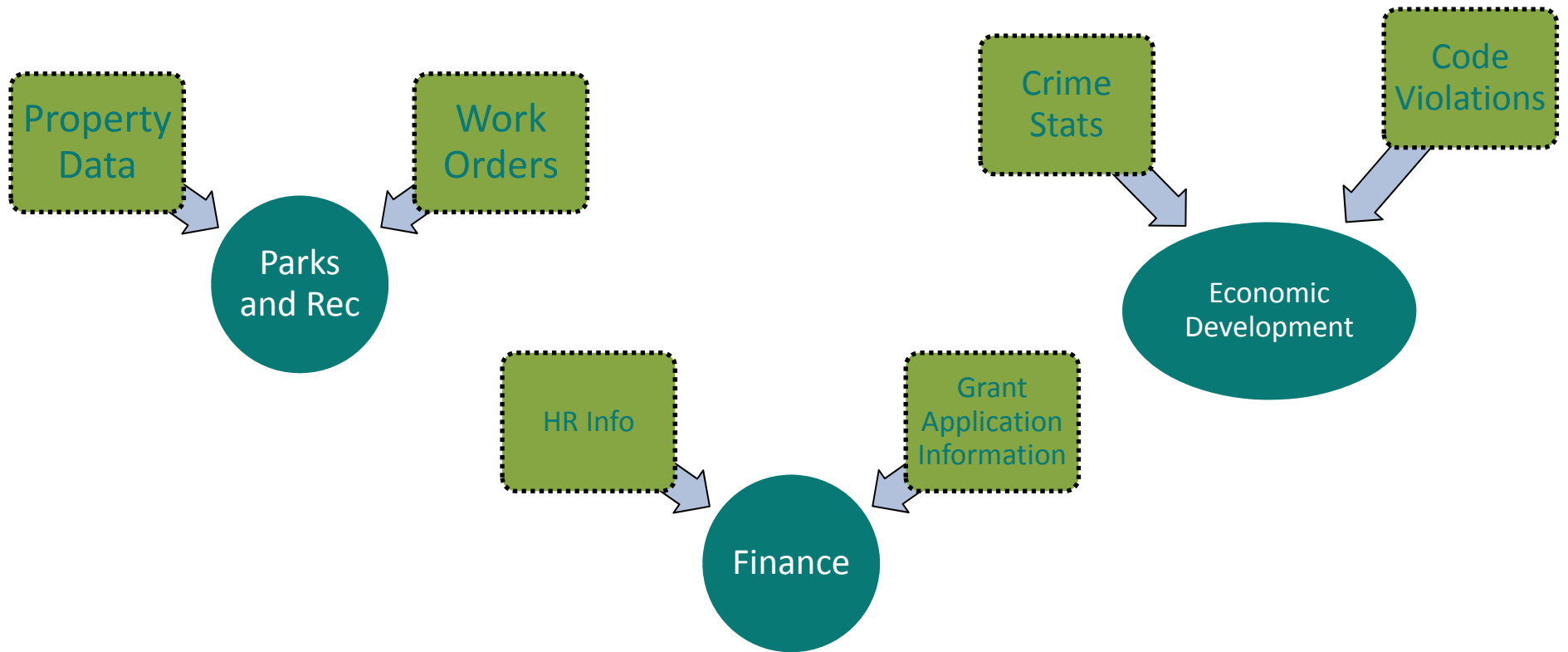
Necessary Characteristics

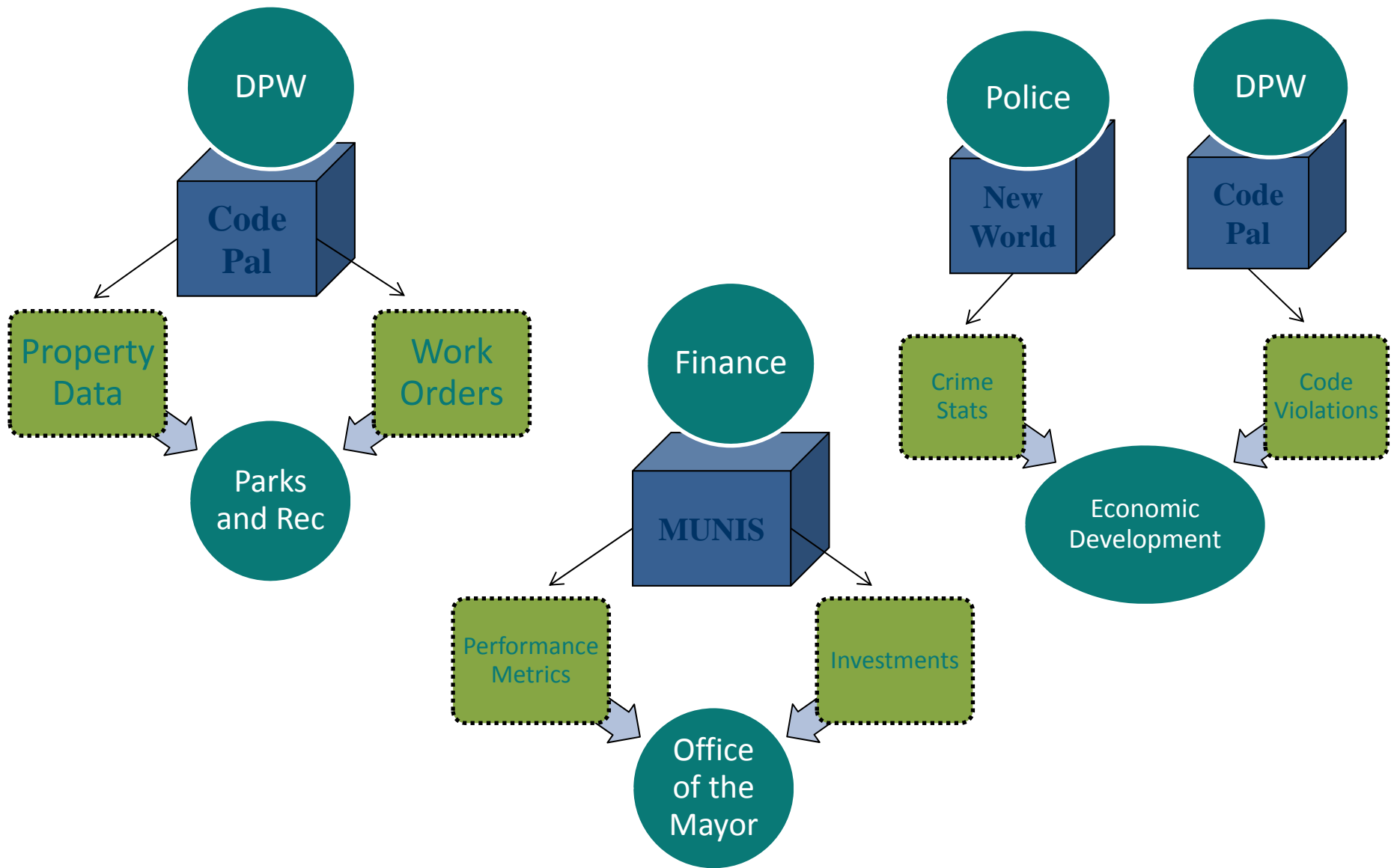


Where does data reside?



Department Information Needs





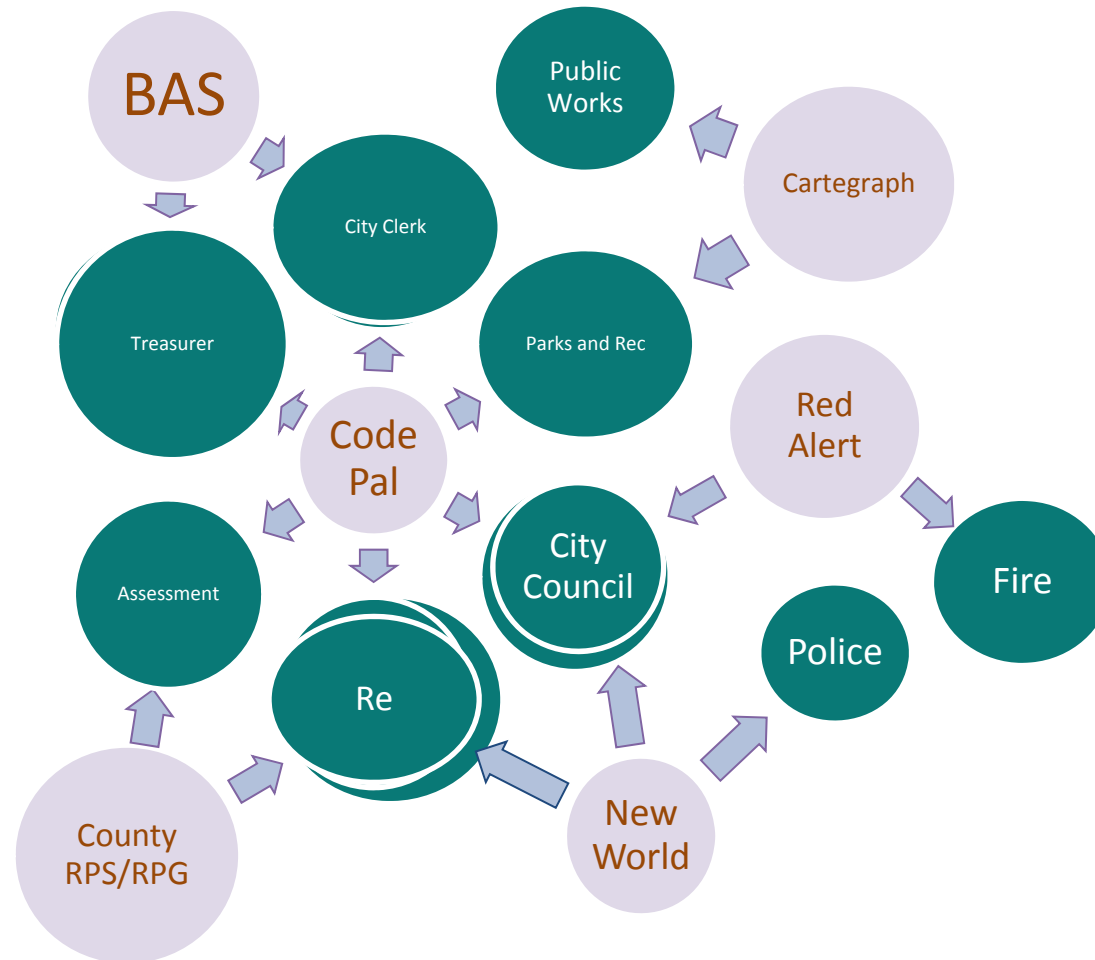
Barriers to achieving the vision

- Limited IT staff resources
 - Past practice was to hire IT staff for a specific department's need and software application support.
 - Unable to keep up with increasing demands for city-wide support services.
 - Unable to focus on creating a city-wide plan for coordinating a response plan and meeting service requirements.
- Departmental view vs. City-wide view

Consequences of departments operating as independent units for IT

- 1. **Inability to prioritize** new city-wide initiatives due to department demands and limited IT staff.
- 2. **Limited ability to use information** beyond the one department or perspective where it is maintained.
- 3. **Inability to view information** automatically and seamlessly across multiple systems.
- 4. **Inability to cross-analyze information** since individual file structures inhibit data consolidation.
- 5. **Inability to manage time and resources efficiently** due to demands of labor-intensive processes.
- 6. **Hampered ability to respond** to requests based on cross-departmental levels of information.
- 7. **Inability to forecast and evaluate** due to limited access to historical department data.

Departmental Data Sharing



A Classic Dilemma



Technology as a
tool

The diagram consists of two L-shaped frames. The left frame is purple and contains the text 'Technology as a tool'. The right frame is light blue and contains the text 'Technology as a transformative agent'. A blue arrow points from the right side of the purple frame towards the left side of the light blue frame, indicating a transition or relationship between the two concepts.

Technology as
a
transformative
agent

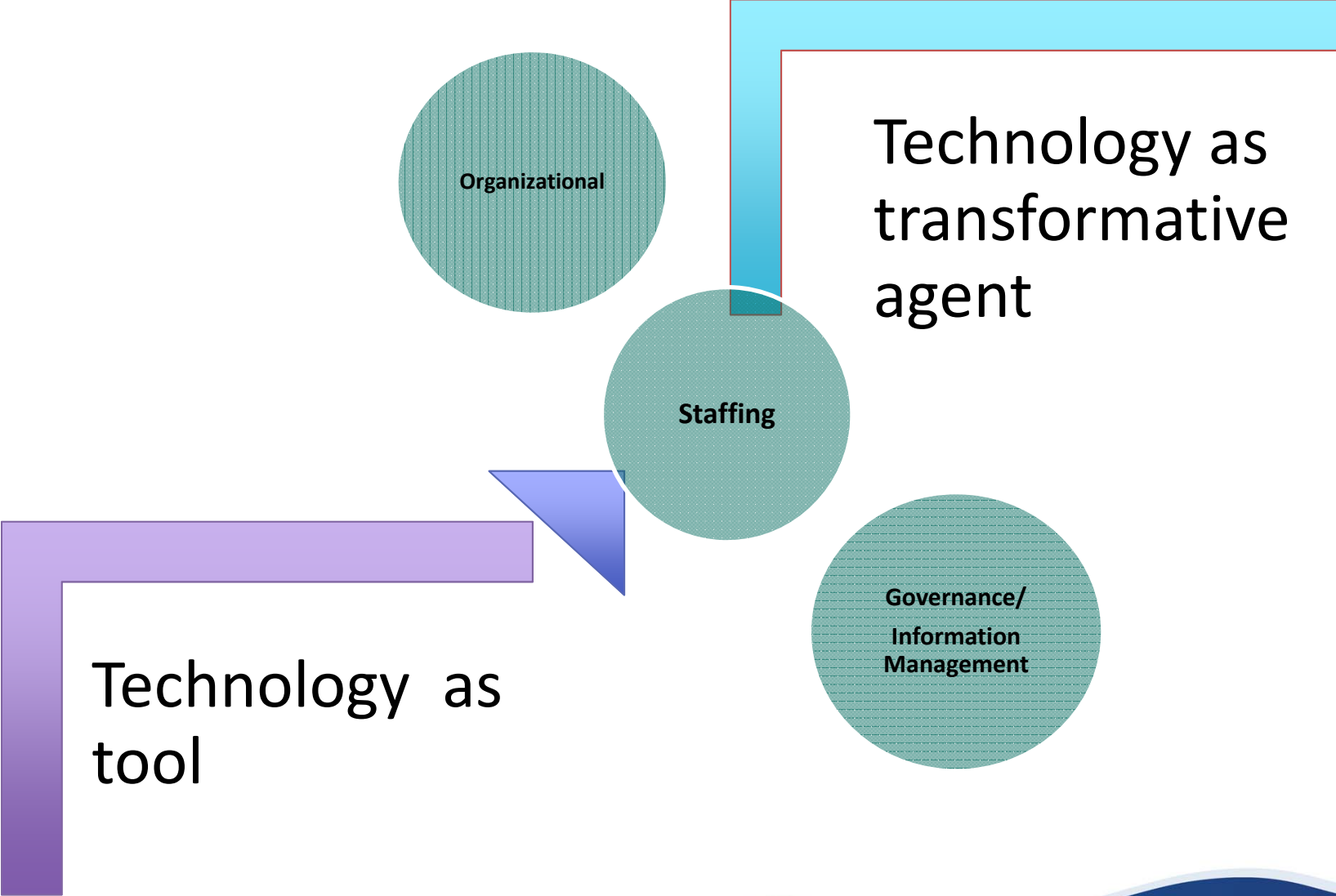
Transforming Through Technology

Organizational

Staffing

Governance/
Information
Management

21st Century City Hall



Recommendations

- Create a department with primary responsibility for serving the technology needs of the city.
- Hire additional staff with relevant skills.
- Hire an individual to lead the IT Department.
- Institute a city-wide IT governance structure.
- Review all IT initiatives from a portfolio management perspective.
- Continue to develop city-wide information use policies.

Thank you.

Center for Technology in Government

www.ctg.albany.edu

Explore. Innovate. Empower.

