

ONE-PAGE BRIEF TEMPLATE

Use this as a worksheet to prepare your talking points or as a simple leave-behind. One page, clear and confident.

Title (Outcome-Oriented Headline):

e.g., *"Cut 311 Wait Times by 50% Before Winter"*

Definition:

Quick, plain-language description of what the initiative is.

Context:

- Current state:
- Trigger (why now?):
- Why it's relevant:

Options and Recommendation:

Short, clear description of what you are recommending and at least one alternative path (e.g., purchase of X tool, adoption of Y vendor solution, or launch of Z project)

Risk (3 angles):

1. Risk of doing nothing → [Consequence + why it matters]
2. Risk of alternate option → [Consequence + why it matters]
3. Risk of proposed plan → [Consequence + mitigation]

Opportunity:

Short description of the positive change this plan enables (e.g., modernization, resilience, measurable outcomes).

Mission Impact (2–3 outcomes):

- Outcome 1: [baseline → target, why it matters]
- Outcome 2: [baseline → target, why it matters]
- Outcome 3: [equity or CX note, why it matters]

Next Steps:

- Key actions to get moving:
- Time window:
- Owners:

Support Needed:

- Funding:
- Executive buy-in:
- Policy/authority:



ONE-PAGE BRIEF WORKSHEET

Use this as a worksheet to prepare your talking points or as a simple leave-behind. One page, clear and confident.

Title (Outcome-Oriented Headline):

Definition:

Context:

- Current state:
- Trigger (why now?):
- Why it's relevant:

Options and Recommendation:

Risk (3 angles):

1. Risk of doing nothing →
2. Risk of alternate option →
3. Risk of proposed plan →

Opportunity:

Mission Impact (2–3 outcomes):

- Outcome 1:
- Outcome 2:
- Outcome 3:

Next Steps:

- Key actions to get moving:
- Time window:
- Owners:

Support Needed:

- Funding:
- Executive buy-in:
- Policy/authority:

EXPANDED EXAMPLE — CYBERSECURITY

Mission Headline: Protect eligibility systems ahead of open enrollment.

Definition: Eligibility systems have privileged access gaps that must be remediated. The project is to close those gaps and ensure stronger access controls.

Context:

- Current state: Privileged access gaps flagged in a recent audit expose sensitive citizen data.
- Trigger (why now?): Open enrollment begins in 60 days with tens of thousands of residents depending on timely benefits.
- Why it's relevant: This impacts more than IT operations—it directly affects families' ability to receive support on time and shapes public trust in digital services.

Options and Recommendation:

- Preferred option: Enter into a short-term contract with a cybersecurity vendor to implement stronger access controls, monitor logins, and close audit findings before enrollment starts.
- Alternative path: Attempt to remediate internally with existing staff.
- Alternative path: Defer action until the next fiscal year.

Risk:

- Doing nothing → Citizen data (like Social Security numbers and income records) could be exposed, leading to identity theft, lawsuits, and a severe loss of public trust.
- Alternate option → Attempting internal fixes would stretch staff capacity and likely leave systems exposed during enrollment, risking outages that delay benefits and draw legislative scrutiny.
- Proposed plan → Higher upfront cost, but if completed before enrollment, prevents outages that could stop families from accessing benefits when they need them most.
- Opportunity: Demonstrate a stronger security posture and close audit findings while improving confidence with oversight bodies. If completed, the agency could reduce critical vulnerabilities by up to 80% compared to last year's baseline.

Mission Impact:

- Zero critical findings → Audit passed, avoiding penalties and public criticism.
- No outages during enrollment → Families receive benefits on time, preventing financial hardship.
- Strengthened security posture → Protects sensitive data and reinforces public trust in digital services.

Next Steps:

- Assign internal IT team for this project.
- Evaluate and select vendor within 2 months.
- Conduct system access workshop and finalize remediation plan.

Support Needed:

- Budget allocation to cover vendor costs.
- Executive sponsor to reinforce urgency with agency staff.
- Quick-turn procurement approval.

KEEP THESE IN MIND

- Lead with the mission outcome executives care about—services delivered, trust maintained, money saved.
- Show both sides: the risks avoided and the opportunities gained.
- Keep impacts grounded in real-world consequences for residents and staff.
- Frame your plan as a confident recommendation that welcomes feedback.
- Make next steps concrete: actions, timeframes, owners, and support needed.