The book authored by Martin O'Malley, the former Maryland Governor, clearly sends the message that technology is a key to better government and improved results in the information age. He makes the case for using improved technologies, specifically GIS (Geographic Information System) technology, to gather, manage, and analyze data to enhance government performance and service delivery. The governor states that "First as mayor of Baltimore and then as governor of Maryland, I experienced firsthand the power of GIS …Whether the goal is improving public education, reducing violent crime, or restoring the health of our natural environment, GIS provides a powerful platform for progress. GIS is making government smarter." The governor's intent is to share how the data, the map, and the method for achieving dramatic public-sector progress during his service helped him to work with his administration to achieve measurable results using GIS technology.

The author provides his reasons for running for Baltimore Mayor and the challenges his administration faced with lagging information from various unrelated and outdated systems that made governing difficult. He brought CompStat, a combination of management, philosophy, and organizational management tools, to his police department. Moving forward, the mayor brought on CityStat, a new system for governing the whole of city government. The author detailed the implementation and achievements of StateStat that is based on the CityStat Techniques across the entire state after he became the governor of Maryland.

He tells the story of his meeting with ESRI co-founder Jack Dangermond, who introduced him to the concepts of GIS, from which the governor saw the power of the GIS map as "The Power of Information Shared by All," a new platform and new tools that can be integrated into the government system so the results can be seen through GIS maps and internet. In his own words," The capacity that a common operating platform provides for managing dynamic and sometimes fast-moving problems with real-time data is a big innovation in government. In fact, these new technologies – GIS and the Internet of Things (IoT) – and the ability these technologies give us to model belief space – that is to say, to model the changing dynamics of our built and natural environments – are ushering in a whole new way of governing in the Information Age. "

There are 14 chapters in the book. Each chapter includes a "Learn & Explore" section that provides a link to the book's website (www.smartergovernment.com). On this website, the user can watch videos, explore the story maps, dashboards, books, blogs, data resources, and examples that support the concepts and ideas presented in the book and other infor-
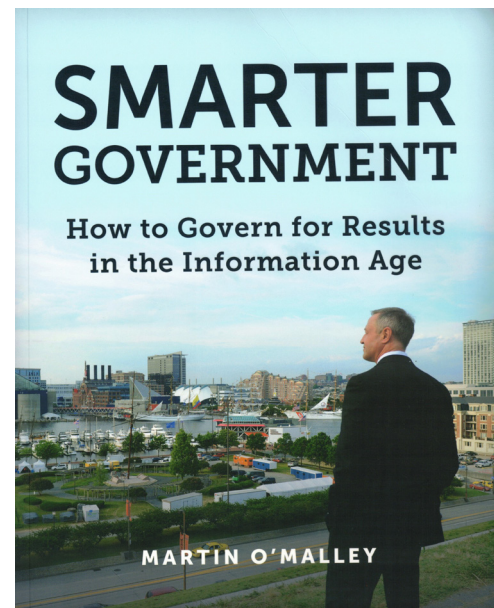
Smarter Government—How to Govern for Results in the Information Age
Martin O'Malley
Foreword by Stephen Goldsmith

Reviewed by Connie Li Krampf, CP, CMS, MSCS, Project Manager - Photogrammetry, Weston & Sampson, Cary, North Carolina.

mation related to the book. Study and Discussion questions based on the chapters are listed in Appendix A of the book. The user can also find those questions on the aforementioned website.

GIS exercises for each chapter can be found in Appendix B of the book, from there, a user can get hands-on experience with the GIS software and learn the technology by working with real data. Esri provides free trial software and student licenses so users can learn the technology at their convenience with little financial burden.

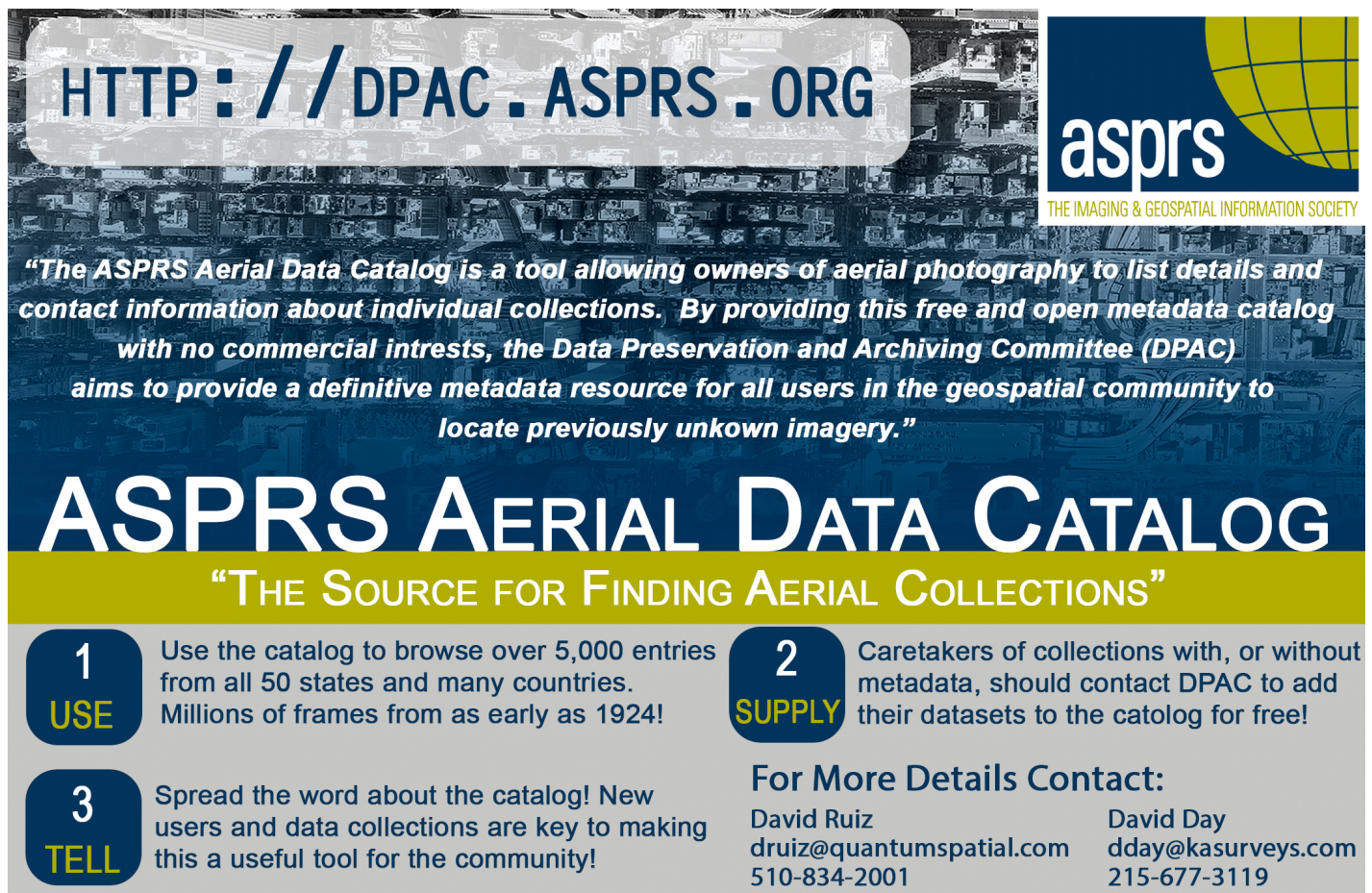The book is by no means a highly technical tome; however,

users can find a good deal of helpful technological information through the sidebars. There are interesting stories about how the technologies were used by the governor's administration.

The author lays out "A New Way of Governing," about a method that emphasizes the relationship between the governed and the trust required for governing. This new way of governing is based on data collection, management, and analysis, showing and measurement of results through GIS technology. Maps, pictures, charts, and illustrations are provided to help the reader understand the concepts the author attempts to convey in the book. Additional sections include "Acknowledgments," a list of "Contributors" and a long list of "Credits".

The book totals 332 pages; is well written and easy to read. Each chapter begins with a meaningful, relatable, artistic, and beautiful picture. Maps, charts, and other illustrations in the book are thoughtfully chosen and well placed. The book has relevant stories, pictures, leadership practices, and nuggets of wisdom.

This book could serve as a textbook for undergraduate or graduate students with majors in Geospatial Science as well as Political Science, History, or other related disciplines. The book's website is well designed and easy to navigate. The study and discussion questions are carefully written and closely related to the context of the book. The GIS exercises and data are appropriate and challenging enough to benefit the student. It can also serve as a reference resource for government leaders to consider applications to improve governance.   A few small improvements could be made, for example, the map elements such as a north arrow, scale bar, or legend could be added to the map on page 255 to display clearer and more meaningful information.

The governor showcases the power of GIS technology and ways it can be used to govern and lead in the Information Age. GIS is not just a sterile geospatial technology but an evolutional tool for human societies to live smarter and better. For that, GIS should be written as a chapter in a modern history book.