

# INNOVATIONS

**The Center for Technology in Government**  
An Innovations in American Government Award Winner

## Best Practices in Intergovernmental Information Systems

**An intergovernmental information system integrates state and local governments into a single service delivery environment.**

**C**CTG is working closely with the NYS Governor's Task Force on Information Resource Management's Local Government Subcommittee to investigate how state and local governments can design and implement effective intergovernmental information systems. A great deal of information flows between the state, counties, and other municipalities, but few agencies - state or local - are satisfied with the systems they use.

As a result, the Task Force has designated a Special Work Group on Intergovernmental Information Systems (IIS), co-chaired by Stan France of Schoharie County and Tom Griffen of the NYS Office of Real Property Services. Its goal is to generate a best practices document to guide state and local efforts to produce information systems that support intergovernmental

programs. CTG is collaborating with 150 state and local officials to identify and describe sound practices to guide future IIS initiatives. The Center is surveying key team members in a dozen projects and following up with targeted focus group sessions to identify exemplary management processes, system characteristics, and user support techniques. CTG researchers are also conducting literature searches and interviewing government information professionals from other states who can contribute to the best practices findings through their own experiences.

The project will conclude in late spring 1997 with a handbook of recommended practices and a public seminar of the project results.

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## In the News

Recently we've seen an increase in the number of journals, newspapers, and other publications that mention CTG and the work we're doing to help governments solve problems. Within the last few months the following stories have featured CTG projects:

**On-Line Governance: Guides to Virtual Public Services, Overall IT -**  
by Ed Finkel in *The Public Innovator*, 12/96

**State Agencies On-line Under Pilot Program -**  
by Jill Bryce in the *Schenectady Gazette* 11/21/96

**New York Internets Meet the Mainframe -**  
by Paul McCloskey in *civic.com* 11-12/96

**Forward Planning is the Best Policy -**  
by Claire McInerney & David Connelly in  
*Electronic Government International*, 12/96

**The GIS Equation -**  
by Marilyn Cohodas in *Governing*, 12/96

**GIS Helps Move Economic Development -**  
by Tod Newcombe in *Government Technology*, 12/96

Short articles about our new publications have appeared in *NASIRE's Exchange*, *Public Administration Times*, *University at Albany's Update*, and *Government Technology*.

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## The CTG Toolbox

Last year CTG added a feature to the Resources section of our Web site we call the 'Toolbox.' The Toolbox contains our practical guides and handbooks, such as *Making Smart IT Choices* and *Developing & Delivering Government Services on the World Wide Web*. These two publications alone have generated a world of interest with copy requests coming from all over the United States and the world.



Donna Berlin, CTG's Internet Coordinator, uses WebTrends software to generate reports that tell us almost everything we want to know about Web site activity from user activity to document downloading. According to WebTrends, an average of 22 people per day look at our two handbooks, and they are by far are the most requested pages as well as the top downloaded files. Over one-thousand copies of *Developing & Delivering Government Services on the World Wide Web* have been downloaded, and 822 copies of *Making Smart IT Choices* have been downloaded.

Most of our publication requests come from the United States, and in addition to New York, we've received requests from Montana, Minnesota, Texas, Virginia, South Carolina, and many other states. Norway, Brazil, Canada, Taiwan, and India lead the number of international requests for our practical handbooks, with interest expressed through "hits" on the part of users in Australia, the United Kingdom, New Zealand, Sweden, Germany, Malaysia, Portugal, Denmark, and Israel.

The Toolbox also contains a World Wide Web Starter Kit filled with helpful advice for organizations just beginning their Web site planning. An eight-minute video about the Center for Technology in Government is also described on the Toolbox section of the Web. We will continue to add practical books, guides, and other information to the Toolbox as a way of sharing the knowledge we gain from our applied research projects.

To learn more about any of the handbooks, the video, the Starter Kit or any other CTG project report please point your browser to  
<http://www.ctg.albany.edu/resources/toolbox.html>

## Korean Partnership Project Begins



Last July, Professor Ik Jae Chung, a native of the Republic of South Korea and a 1992 graduate of UAlbany's Graduate School of Public Affairs, visited CTG to learn first hand about the Center's operation with an eye toward establishing a relationship between several UAlbany programs and South Korea's National Computerization Agency (NCA). After his visit, a formal partnership developed between NCA, the Graduate School of Public Affairs, CTG, and the NYS Forum for Information Resource Management. The three-year partnership agreement provides a semester of study in information resource management and policy topics for three groups of Korean IT professionals. Their formal studies are augmented by internships in CTG, the Forum, and selected state and local government agencies, as well as a special seminar focusing on the information policy and management goals of the Korean government.

The first group of these visiting professionals arrived in Albany in January and quickly became immersed in their programs of work and study. The five-member delegation has a broad range of experience in government information management and technology topics. CTG is honored to host Mr. Jung-Sub Lee in an internship focused on our new Intergovernmental Information Systems project. Mr. Lee has been a member of the NCA staff since 1993 with responsibilities for purchasing specifications and testing for desktop computing equipment and, most recently, for planning to support the Government Information Strategy Plan that is designed to facilitate Korea's transition to an information society.

While in the US, Mr. Lee hopes to study issues related to information sharing among public organizations, including an opportunity to understand the processes and policies that enable multi-agency and inter-governmental information systems.

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## People at CTG

### Visiting Intern

Currently completing an internship at CTG, Jung-Sub Lee is from Korea and graduated from Inha University with a degree in Architectural engineering. In Korea he works with the National Computerization Agency (NCA) which is part of the Korean Ministry of Information and Telecommunication. The NCA seeks to bring the Korean government and society into Information Age. Jung-Sub is interested in information sharing among agencies. He is currently working on the intergovernmental information systems project at CTG.

### Undergraduate Assistants

Sean B. Mornan, a junior from Queens, NY, is currently majoring in Political Science and minoring in Africana Studies. Sean is interested in studying in Korea and making the most out of his college experience. He has plans for continuing his education and attending graduate school.

Peter S. Wilson, from White Plains, NY is a senior majoring in Political Science with a minor in Africana Studies. He plans to attend graduate school with a concentration in the field of Urban Planning at the University of Maryland at College Park. Peter believes that education is the key to ultimate success.

# Teachers and Learners



You could say a researcher's job is to constantly learn, and that's what CTG-ers do at the University at Albany. We expect learning to happen in the role of student, but sometimes we learn as much by being instructors.

Sharon Dawes and Peter Bloniarz teach proseminars in the Information Science Ph.D. program. Sharon says many of the doctoral students are returning to school after a number of years of work experience, and it is a real pleasure teaching them. "I find that preparing to teach is one of the best ways for me to organize my own knowledge, experience, and opinions," Sharon explains. "Teaching helps me appreciate the synergy that comes from different ways of looking at the world."

David Andersen teaches primarily in the Public Administration program of the Rockefeller College. He says "I teach because I love to teach. I started out as a Middle School Math teacher in 1971 and have been in the classroom every year since then. When I was in graduate school I sought out every chance I could to teach. When I was an academic administrator, I always found at least one course per year to teach because I enjoy it so much and find it to be important."

CTG staff are graduate students in the departments of communication, computer science, information science, and business administration, but they often wear the teacher hat as well.

"...it is a privilege and a joy to be able to work in a classroom."

David Andersen  
CTG faculty associate

David Connelly teaches PAD303, Introduction to Public Administration. "I enjoy teaching," David says, "because it is fun to engage the students in topics and ways that many have never considered." Theresa Pardo has taught both a Women's Studies course in computing and an Information Science course. Kris Kelly has taught classes in the Business School that range in size from 25 - 175 students. Kris' teaching repertoire has included Computer Applications, Statistical Business Decisions, Database Management, and Management Science.

"I have particularly enjoyed teaching classes in the evening MBA program. Many of the students are full-time professionals and therefore bring a lot of experience to the classroom. I find that I learn an enormous amount from the interactions, and I'm certain that students learn more this way as well. It's also extremely gratifying when a student indicates that he or she has successfully applied something they have learned in class to a situation in their professional environment," says Kristine Kelly, CTG Research Associate.

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"I learn at least as much from my students as they do from me."

Sharon Dawes speaking of the Information Science doctoral students

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## Web Sitings

The NYS Governor's Task Force on Information Resource Management is directing the Intergovernmental Information Systems project described on page one. The Task Force Web site can be found at <http://www.irm.state.ny.us>

Government Technology's electronic version is online at <http://www.govtech.net>

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# The World Wide Web - a Universal Platform for Government Services

## Technology Report Released

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**The Web offers great promise. Are we ready for it?**

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In December, CTG published the results of a project to examine and demonstrate the technical capabilities of the World Wide Web as a universal interface for the delivery of government services. "The Web offers great value to both information seekers and information providers," said Dr. Sharon Dawes, CTG's Director. "It promises to provide 24-hour access to information and services, to enhance learning and reduce training costs, and to allow information to be shared and integrated in new ways."

This technical assessment project included prototypes and technical evaluations of a wide variety of Web-based tools for information sharing, business applications, group collaboration, and education. The report explains capabilities such as concept searching, Web agents, cookies, video streaming, and virtual reality. Of particular interest to government managers who rely on mainframe systems is the evolution of a legacy to Web system for a major nationwide database, America's Job Bank, as well as the creation of a prototype database application at the State University of New York. Group collaboration tools were reviewed and computer-based learner-center models of education were part of the project as well.

Public and nonprofit partners in the effort included SUNY System Administration, SUNY Plattsburgh, NYSERNet, Empire State College Center for Learning and Technology, the NYS Office of Real Property Services, NYS Division of Housing and Community Renewal, the University at Albany, and the NYS Forum for Information Resource Management. The project team also included six corporate partners: Deloitte & Touche Consulting Group/DRT System, Bluestone, Inc., EMI Communications Corporation, Microsoft Corporation, NYNEX, and Silicon Graphics.

We recommend that those interested in the report use the hypertext version since it includes hundreds of links to other Web sites. <http://www.ctg.albany.edu/resources/htmlrpt/ittfnlrp.html> This version also contains a search engine and other navigation aids.

The report is also available on the CTG Web site as a downloadable document. <http://www.ctg.albany.edu/resources/pdfrwpw/ittfnlrp.pdf>

For more information on the technical particulars, contact Ann DiCaterino or Theresa Pardo at the Center. Paper copies of the project overview will be mailed on request.

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## More Web Sitings



CTG's Toolbox containing links to the Center's handbooks, video, WWW Starter Kit, etc. is available at <http://www.ctg.albany.edu/resources/toolbox.html>

The Scout Report has twice chosen CTG Web site features as recommended selections. The Scout Report covers news of interest in the information technology field and is available at <http://wwwscout.cs.wisc.edu/scout/report>

## **Better Productivity .... and Windows!**

**CTG Moves to  
New Location**

CTG has moved to 1535 Western Avenue, a positive step for our staff and we hope for our clients too. Most of our friends and partners have experienced a chilly walk to our University offices when meeting with staff members or participating in a committee. Our new location has handy drive up parking and better small group meeting facilities on site.

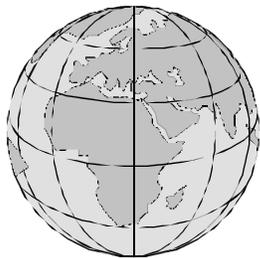
For nearly four years our laboratory and technical staff have been located in the sub-basement on the other side of the campus from the administrative offices and project staff. Despite our addiction to e-mail, communication and meetings have been difficult due to the separation. Our new home has ample work space, real windows, pleasant lighting, and easy access to the lab for everyone. All of our technical journals, business literature, files and other research resources are now centrally located.

Our postal mail is still routed through the University at Albany, so our mailing address remains the same. Phone and fax numbers and e-mail addresses are also unchanged. We plan to have an open house soon after the boxes go away — check our Web site for details.

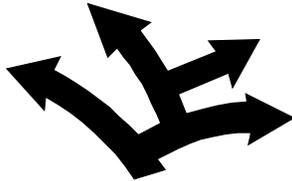
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## **CTG Receives Grant to Support Fall Research Workshop**

The University at Albany has awarded the Center for Technology in Government \$2,500 to plan and host a workshop in Fall 1997. “Creating Community — Information Science Research to Improve Government” will lay the groundwork for establishing a network of information science research centers that focus on the effective use of information technology in the public sector. National and international representatives of these research centers will meet in Albany to discuss their programs and opportunities to work collaboratively. The workshop is also being supported by a portion of the Innovations in American Government grant from the Ford Foundation.



# Making Connections



## December

Theresa Pardo spoke about CTG's Internet Testbed project and Web-based government services at the Association of Records Managers and Administrators (ARMA).

Sharon Dawes met with a delegation from the Egyptian Parliament to discuss national information policies and structures as part of a program sponsored by the Center for Legislative Development.

Sharon also presented an overview of information policy and management frameworks to a delegation of Brazilian public managers in a program sponsored by Empire State College.

## January

CTG hosted a visit from Professor Miriam Lips of Tilberg University in the Netherlands. Professor Lips is involved in a Dutch national research program to develop and evaluate IT-based integrated services to citizens.

Claire McInerney spoke to the University at Albany library staff on the topic "Can good government be made better through information technology?"

## February

Darryl Green and David Connelly presented "The Internet — Making Sense for Business" in Saratoga Springs at a program sponsored by the Community Adult Learning Center of the Washington-Saratoga-Warren-Hamilton-Essex BOCES, the Saratoga Economic Development Corporation, and the Saratoga County Chamber of Commerce. Their presentation covered setting objectives, assembling the right project team, managing your site, evaluating your results and looking to the future.

The first meeting of the special seminar for the Korean delegation, sponsored jointly by the Graduate School of Public Affairs, the Forum and CTG was held at the UAlbany Center for Legislative Development.

## March

Sharon Dawes made a presentation to the Illinois North Suburban Library System at Northwestern University on the lessons learned from the Internet Services Testbed project.

Kai Larsen made a presentation in Saratoga Springs at a conference sponsored by the Association of Government Accountants, the Institute of Internal Auditors, and the Information Systems Audit and Control Association.

Peter Bloniarz gave a presentation at the New York State Government Financial Officers Association conference.

## Delivering on the Web - New Report Available

The final report for CTG's Internet Services Testbed project was released in March. **Delivering on the Web: The NYS Internet Services Testbed** tells the story of the research that investigated electronic delivery of government services using the World Wide Web. Seven New York government groups joined CTG to develop prototype Web sites and to identify the technology, management, and policy barriers they encountered as well as the lessons learned. Among the key lessons:

- ◆ A Web site is a new kind of service - not just a new technology.
- ◆ Managing information content is the most fundamental and often the most difficult aspect of a Web service.
- ◆ Web-based services are technically challenging and organizationally complex - and can be expensive.
- ◆ Effective Web-based services demand investments in computing and communications infrastructure - especially on the desktop.

The full report is available for downloading on CTG's Web site -  
<http://www.ctg.albany.edu/resources/pdfrwp/istfnlrp.pdf>

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