

innovations

Summer 2002

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CTG introduces a new look!

Our updated logo gives a fresh new look to our publications and web site, but remains true to our fundamental ideals—dynamic collaboration, learning, and knowledge sharing.



**Center for
Technology
in Government**

University at
Albany, SUNY

World Trade Center research project begins

Research into what government agencies did in the midst of the World Trade Center crisis and the role of IT in response to the tragic events, can provide valuable lessons for improving crisis emergency management and planning. Equally important, the preparedness and interdependencies that emergency response warrants put in place human, organizational, and technological resources that may well benefit overall government operations in normal times.

This premise is at the heart of a study by the Center for Technology in Government and project partner Urban Logic, Inc., a nonprofit organization in New York City that focuses on partnerships to building strategic information resources. Urban Logic's president, Bruce Cahen, participated in the WTC emergency response at Pier 92 and continues to document the response, recovery, and rebuilding effort.

The project is funded by a \$100,000 grant from the National Science Foundation (NSF) Digital Government Program. The project team also includes CTG's University at Albany colleagues Giri Tayi, Management Science and Information Systems; Teresa Harrison, Communication; and Tom Stewart, Center for Policy Studies.

The opportunity to study the way government leaders, professionals, and their private and nonprofit sector partners responded to the World Trade Center attack and its aftermath, provides a unique and unrivaled research venue for increasing understanding of critical information- and technology-intensive functions of government.

The research will begin with those who worked at Pier 92, where New York City's Emergency Operations Center was established after its formal EOC was destroyed by the collapse of the World Trade Center. Starting at the "nerve



center" of the response, rescue, and recovery effort, the study expects to be able to follow and document the network of relationships, information flows, and actions that represent a wide range of government responsibilities, and to identify the partners inside and outside government who played integral roles in the effort.

"While many studies have been conducted of the heroic emergency response in New York City," Cahen notes, "NSF has funded Urban Logic and CTG to study the long-lasting institutional and professional impacts as seen by a sample of key participants. Their resourcefulness and experiences may serve as precedent for re-engineering and reauthorizing future intergovernmental and public-private relationships and programs."

The project is interested in collecting as much information as possible from the September to November 2001 time period—when people worked together in an ad hoc manner—in order to identify "healthy adaptations" that may have enduring value. Research into what government agencies did in the midst of the crisis, and the role of IT in the events, can provide valuable lessons for improving crisis response and

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Expertise leads MPA specialty redesign

The University at Albany's Rockefeller College of Public Affairs and Policy ranks among the top schools of public affairs in the nation. Over the past two years, a partnership between CTG and the College has resulted in a completely redesigned specialty in information strategy and management, which itself ranks in the top five percent. The new information strategy and management curriculum offers specially designed courses as well as internship and research opportunities that focus on the real-world issues of information management and technology in government.

"The purpose of revisiting our nationally ranked concentration in information management is to keep it 'on top of the curve,' and make effective use of the other academic programs on campus," says Sharon Dawes, CTG Director and an associate professor in Public Administration and Policy. "The program takes excellent advantage of the close relationship and relative strengths of the Department of Public Administration, CTG, and other programs such as information science."

As a result of its work with all levels of government, CTG has a unique practice-based perspective on government operations and the role of information technology and management. That perspective is reflected in new courses with a strong emphasis on professional practice.

The curriculum also responds to the results of a CTG-conducted survey of members of the National Association of State Chief Information Officers (NASCIO) and the NYS Forum for Information Resource Management (NYSFIRM) that asked practicing government managers what they believe new government managers need to know about information technology.

The survey results emphasized the importance of incorporating IT into the mission of an agency and working with people in different roles to craft systems that make sense and deliver value. These topics include project management, business process analysis, user needs analysis, aligning IT with the agency's mission, and rethinking service delivery in light of e-government technologies.

A second group of topics focused on design and implementation issues. Some pertain to the decision to invest in IT, others to the way organizations adapt to it. Interorganizational information sharing, data quality and management issues, e-commerce, and security concerns all come into play here.

Technology fundamentals also showed up as useful but less important than the policy, strategy, and organizational issues. This consensus was best summarized by one respondent who said: "While the technical level knowledge is certainly desirable, I think more emphasis should be placed on the ability to leverage technology to meet mission goals."

"Our Information Strategy and Management curriculum places high priority on topics such as information strategy, IT-mission alignment, user focus, process analysis, and IT-enabled service delivery models," explains Sharon Dawes. "By placing these topics in the mainstream of public management education, they are presented in the critically important context of politics, institutional constraints, and democratic principles."

These new courses are now offered in the Master of Public Administration (MPA), Master of Public Policy (MPP), and Doctorate in Public Administration, as well as in certificate programs for returning students in public management and policy analysis. The Certificate of Advanced Study (CAS) in Information Strategy and Management is especially designed for students who have a prior masters degree in public administration, public policy, or a related field.

For admissions information, contact Dori Brown (dbrown@csc.albany.edu) in the Department of Public Administration and Policy. For more information about the program content and structure, contact David Andersen (david.andersen@albany.edu), Sharon Dawes (sdawes@ctg.albany.edu) or Theresa Pardo (tpardo@ctg.albany.edu).

innovations is published by the Center for Technology in Government, University at Albany, State University of New York.

... an applied research center devoted to improving government and public services through policy, management, and technology innovations.



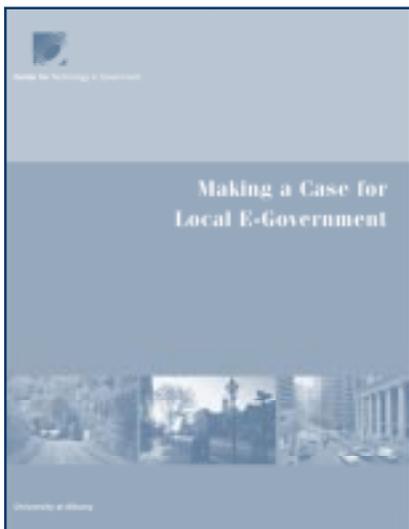
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Briefing targets local e-government

E-government is “the use of information technology to support government operations, engage citizens, and provide government services.” Within this broad definition are four dimensions that reflect the functions of government itself: e-service, e-management, e-democracy, and e-commerce. While information technology can provide alternative methods for service delivery and government operations, it requires re-thinking about current processes and functions and brings forth new questions about the way government conducts business.

One of the key promises of e-government is a reinvented government. The vision includes improved access for citizens, increased efficiency, lower costs, and greater effectiveness. Technology clearly holds potential for improving the way government works, but local governments frequently find the concept unclear and the task daunting. This challenge and success stories from across the state are the focus of a briefing released by the Center for Technology in Government, University at Albany.



The briefing, entitled *Making a Case for Local E-Government*, is based on real-life experiences of local e-government pioneers throughout New York State. CTG held workshops and interviews where local

government professionals shared information on their e-government projects. They detailed strategies, funding, barriers, and benefits of their e-government initiatives, and shared insight and advice for colleagues who are just starting out. The effort was one of several identified and suggested by the NYS Office for Technology Local E-Government Advisory Committee.

“The two questions that many in local government are trying to answer are how should I think about e-government and what are others doing to make it work,” explains Meghan Cook, CTG Local E-gov’t project leader. “Through five regional e-government

workshops we focused on those vital questions and gained a broad perspective on the status of e-government across the state.”

The briefing contains case studies of successful initiatives along with recommendations and advice from e-government veterans. “Our briefing serves as a primer for local governments trying to utilize technology to pursue e-government,” Meghan adds. “It allows local government officials to approach their own projects with a comprehensive, peer-oriented understanding of e-government at the local level.”

The briefing features the comments of a number of local government officials representing all corners of the state. Their perspectives and hands-on knowledge provide solid ground for colleagues planning e-government initiatives for their communities.

“Local government is given a set of tasks to perform. When we are forced to choose between plowing the roads and buying a computer system, we have to plow the roads,” explains John Woodward, Schenectady County Clerk. “But I also have a commitment to provide citizens with a wide-open door to government information through the Internet. The challenge is making sure that it’s easy for the user without making them pay for it.”

“Our town has a large number of restaurants in its community and we recently decided to revise our liquor license renewal process,” says Diane Conroy-LaCivita, Deputy Clerk of the Town of Colonie. “By using e-mail, the process that used to take as long as a month and a half, today takes less than two weeks... This streamlined internal process allows us to better serve the restaurant businesses by renewing licenses faster.”

And e-government programs are as much about public engagement as office efficiency notes Robert Feldman, Trustee in the Village of New Paltz. “We are really trying innovative ways to get more people involved in our village government. We have started to broadcast our village hall meetings live over the Internet. Trustees respond to real-time e-mail questions during the meeting. This new way of interacting is generating a lot of interest and excitement in the community,” he adds.

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Tech Team presents XML seminars

Style, content, logic—the three main components of a Web presence. Apart, they appear rather simple and straightforward. But when combined into Web pages, they can present a technical and time-consuming challenge to maintain and update.

As the Internet evolved, developers looked for easier ways to manage this important global communications medium. XML (eXtensible Markup Language) is touted as just such a management tool, and CTG's Technical Services Unit has begun to spread the news via a series of XML seminars entitled *XML: From Static to Dynamic Web*.

"In the first generation of the Internet, HTML (HyperText Markup Language) was the new model to build Web sites, and when site development took off so fast, no one had time to create efficient management solutions to address site maintenance and update issues," explains Derek Werthmuller, CTG Director of Technical Services. "We see XML as the Web done right, not replacing HTML, but serving as an effective management tool."

When using HTML, the three site components—style, content, and logic—are linked together and managed by a single person, usually a webmaster. That individual needs to be extremely versatile, a "jack of all

trades," in order to manage all three components effectively.

With XML, however, each component is handled separately, allowing for parallel development as well as division and specialization of labor. "With XML, we can call upon an expert for each component—a designer for style, an author for content, and a developer for logic," Derek notes. "The technology also permits administration tools to be created that can put site management in the hands of less technically sophisticated staff."

CTG has presented its XML seminar to a number of groups including the New York State Webmasters Guild, the University at Albany Digital Library Steering Committee, and at the 32nd Annual Interdepartmental Committee on Electronic Data Processing (ICEDP) Conference. The program has been eagerly received as Web veterans welcome the efficiency and effectiveness of XML and the promise of "found time" to pursue new technological applications.

The XML presentation will also be a part of CTG's Partners in Learning sessions at the GTC East Conference at the Empire State Plaza on September 25. For further information on this program, visit the CTG Web site at www.ctg.albany.edu



Bloniarz named UAlbany Collins Fellow

Peter Bloniarz, an instrumental figure in the founding of the Center for Technology in Government, has been named a Collins Fellow by the University at Albany for 2002. The annual award is given to faculty members who have shown extraordinary and sustained commitment to the University and its community.

Peter has been recognized by both the President's and Chancellor's Awards for Excellence in Teaching. He is currently the interim director of the Center for Excellence in Teaching and Learning, established as a vehicle to assist faculty and teaching assistants in the use of technology in delivering of course material, as well as in general pedagogy.

While his academic appointment is in the Department of Computer Science, Peter is also the director and long-time faculty member of the interdisciplinary Ph.D. program in information science. He works indefatigably to improve the University as a whole, and enhance the teaching environment and technological infrastructure.

In 1992-93, Peter volunteered to work on a pilot project with the New York State Department of Motor Vehicles that led to the creation of CTG. He served as CTG's technical leader and research director before moving to his current roles in CETL and the information science doctoral program. Peter continues to be involved in CTG's research programs and remains a valued friend and colleague to all the university, government, and corporate partners who have had the pleasure to work with him.

Knowledge Network project moves to final phase

In late May, CTG's Knowledge Networking research team hosted a final data collection event in Albany to complete the gathering of impressions and insight from the scores of government professionals who participated in the study. With the end of this phase, the three-year study to examine the formation and operation of knowledge networks (KNs) in the public sector will move to final analysis and publication of research results.

Funded by a \$1-million grant from the National Science Foundation (NSF), the *Knowledge Networking in the Public Sector* research project was designed to compare seven cases involving groups of agencies in New York State engaged in programmatic or administrative innovations that depend on the sharing of knowledge and information. Participating agencies included: New York City Department of Information Technology and Telecommunications; NYS Council on Children and Families; NYS GIS Coordination Program; NYS Office of Real Property Services; NYS Office of Temporary and Disability Assistance, Bureau of Shelter Services; Office of the NYS Comptroller, Central Accounting System; and Office of the NYS Comptroller, Division of Municipal Affairs.

"As we wrap up the project, the key question that needs to be answered is: 'How do we define success in public sector knowledge networks?'" explains Anthony Cresswell, CTG Research Director. "We need to evaluate success in terms of the organizational network, project objectives, and the knowledge-sharing experience."



By focusing on observable data, elements of success can be described as general concepts, Cresswell notes. For example, success related to the organizational network is evidenced by membership stability and growth; recognition, visibility, legitimacy, and institutionalization of the network; ability of the network to overcome major problems (resilience); and persistence of the network over time.

"In regard to specific objectives of each project, success is related to achievement of milestones or interim goals, ultimate project goals, and additional or unexpected outcomes," he adds. "Success related to knowledge sharing includes mutual awareness of organizational constraints and capabilities, a more complete and sophisticated understanding of the problem and its context, redefinition of tasks and priorities based on more complete information, and finally, conflict uncovered and confronted."

The results of the study will include an enhanced model of knowledge network formation and operation in the public sector, as well as recommendations to practitioners about planning and implementing knowledge networks. Research results have been reported in several papers that are available from CTG, and additional publications are in preparation.

Local E-Government

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“It’s so important to get the message out to smaller municipalities that no one is ‘too small’ for e-government,” says Betty Barry, Town Clerk of the Town of Victor with regard to e-government initiatives. “It shouldn’t be seen as a yes or no question when it’s really a matter of determining an appropriate and affordable starting point. Every town and village can benefit from an e-government initiative...Finding something that’s right for them and getting started—that’s the important thing.”

Print versions of the *Making a Case for Local E-Government* briefing are available to local government officials by contacting CTG at info@ctg.albany.edu and are downloadable from the CTG Web site at <http://www.ctg.albany.edu/egov/results.html>

World Trade Center

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emergency management and planning. The research can also improve understanding of the place of IT in overall government operations in both crisis and normal operations.

“The underlying idea is to look at the experiences of many government professionals, not only emergency workers,” explains Sharon Dawes, CTG Director. “I think there is general acknowledgment that government agencies performed admirably during the crisis, as they applied on-the-fly creativity to rebuild vital information tools.

“But the question in which we are most interested is what elements of that experience are now evident in ordinary times,” she continues. “Has government, in general, improved its ability to perform as a result of the unprecedented events of September 11? Has the bar of status quo been raised?”

The project will focus on field research with the main data collection activities to include interviews with key government participants and analysis of related documents and records of action and events. This effort will involve individual and group interviews with government officials in New York City, Albany, and Washington D.C.

CTG to present e-tools at GTC East 2002

The Center for Technology in Government will present the results of its “E-Government: Tools of the Trade” project as part of the Partners in Learning sessions at GTC East 2002 on Wednesday, September 25 at the Empire State Plaza Convention Center. The sessions will feature a broad range of e-government solutions created during CTG’s yearlong “Tools of the Trade” project.

The project was conducted in response to an e-government roundtable where close to 100 New York state and local government professionals expressed their need for guidelines and frameworks that addressed e-government planning, design and implementation. They also asked for resources that encourage and enable e-government knowledge sharing, executive level briefings, technology awareness sessions, research and best practice reports, and case studies in collaboration.

The results of CTG’s work with state and local agencies—as well as corporate and academic partners—to produce practical “tools of the trade” for e-government will be the highlight of the Partners in Learning presentation.

Topics will include:

- **Making smart e-government investments** – How can you make better long-term IT investment decisions?
- **e-Gov FirstStop** – Where can you find the best online resources for e-government?
- **Local e-government** – How are New York’s local and county governments taking advantage of e-government?
- **Business process change** – How is e-government affecting your business processes?
- **Managing the new Web environment** – How can XML help you manage services and information on the Internet?

The program will include five sessions from 10 a.m. to 4 p.m. in Meeting Room 3 at the Empire State Plaza. Further information on the sessions is available on the CTG Web site at www.ctg.albany.edu/gtc_east2002/



CTG's research on local e-government and its "Tools of the Trade" was taken on the road in Spring 2002 with presentations at the New York State Town Clerks Association meeting in Saratoga Springs, the Local Government Information Technology Directors Association Annual Conference in Lake George, the Dg.O 2002 National Conference on Digital Government Research in Redondo Beach, Ca., and the Local E-Government in Wisconsin: Enhanced, Efficient, Effective, and Electronic conference in Madison, Wis.

APRIL

During the University at Albany's Spring Semester, CTG Research Director Anthony Cresswell co-taught a course (INF 702) on Information Theory in the Information Science Doctoral Program. CTG Director Sharon Dawes taught PAD 550, Government Information Strategy and Management in the Public Administration Program.

Derek Werthmuller and Donna Canestraro presented to the University at Albany chapter of American Society of Information Science and Technology (ASIS&T).

Jochen Scholl attended the Third European Conference on Organizational Knowledge Learning and Capabilities in Athens, Greece, where he presented a paper entitled "Dynamics in the Development of the Firm's Dynamic Capabilities."

Sharon Dawes and Anthony Cresswell attended a National

Science Foundation (NSF) Workshop in New Orleans and joined other investigators in discussing research regarding multidisciplinary collaboration.

In Wenatchee, Wash., Sharon taught an executive seminar in government information strategy for the Cascade Center at the University of Washington.

MAY

Sharon Dawes and Derek Werthmuller attended the PACI Alliance "All-Hands Meeting" at the University of Illinois at Urbana-Champaign. CTG is the government outreach partner for the Partnership. PACI, the Partnership for Advanced Computational Infrastructure, is an important initiative of the National Science Foundation (NSF).

Sharon presented preliminary results of the Granting Organization of the Future project to the federal Interagency Electronic Grants Committee and chaired a special meeting of the Partnership for Intergovernmental Innovation in which experienced intergovernmental leaders shared their observations and lessons for success.

As a member of the advisory board of the project to review the National Historical Publications and Records Commission's (NHPRC) electronic records research agenda, Theresa Pardo met with fellow board members in St. Paul, Minn., in a meeting hosted by the Minnesota Historical Society.

Sharon Dawes and Meghan Cook also took part in the 2002 Digital Government Research conference, Dg.O, which focuses on the NSF digital government research program. As part of the event, they participated in a panel devoted to ways to engage government agencies in DG research.

Derek Werthmuller and Jim Costello presented CTG's XML presentation, "XML: A New Web Site Architecture" to three groups: the NYS Webmasters Guild in April, and the 32nd Annual Interdepartmental Committee on Electronic Data Processing (ICEDP) Conference, and University at Albany, Digital Library Steering Committee, in June.

JUNE

Sharon presented testimony to the New York City Council Committee on Information Technology in Government about current best practices and future needs to reach the next level of e-government performance.

Project Associate Mark LaVigne brings the knowledge and perspective of CTG's "Models for Action" tools to the National Electronic Commerce Coordinating Committee (NEC3) where he is serving as co-chair of its e-records sub-group. The group anticipates the release of its e-records publication in early 2003.

Meghan Cook continued our local e-government outreach at the NYS Conference of Mayors Annual Conference in Saratoga Springs, and at a conference entitled E-Government Records Solutions for Today and Tomorrow in Austin, Texas.

JULY

Sharon Dawes participated in an expert panel advising the US General Accounting Office on a management study of IT training for the federal workforce.

Anthony Cresswell organized a workshop on strategic planning methods for the Strategic Planning Steering Committee for New York State Criminal Justice Information Integration.

CTG co-hosts international symposium

On October 24 and 25, CTG will join with CEFRIO, the Centre Francophone d'Informatisation des Organisations, to present an international symposium entitled "Public/Private Partnership: For Improved Government Performance." The event, to be held at Quebec City's Centre des Congres, is based on CTG and CEFRIO's joint research project "New Models of Collaboration for Delivering Government Services."

The symposium will bring together more than 40 speakers from Europe, the United States, and Canada. World-renowned experts, professionals and researchers will profile innovative public-private partnership initiatives that make use of information technology.

The presentations are designed to provide a better understanding of the conditions for success, and the opportunities and issues that lie beneath the various forms of partnership. Both private and public organizations that wish to experiment with these novel approaches or gain better understanding of their impact will have the chance to exchange information and benefit from the experiences of others across the world.

Workshops, plenary sessions, and roundtables will feature eight major public-private partnerships including two case studies prepared by CTG's research team: FirstGov.gov and Access Indiana. Canadian case studies include Ontario Business Connect and Bonjour Quebec. From Europe, a Belgian case, HotJob, will be presented.

Throughout the symposium, participants will be surveyed using an interactive voting system, the results of which will be displayed in real time. The data will constitute a first benchmark for public-private partnerships and provide relevant information for any manager.

The full program and registration forms are available on the CEFRIO Web site at <http://www.cefrio.qc.ca/2002conference/default.html>

