

innovations

Winter/Spring 2003

In this Issue...

NSF Funded
Research 2

Justice
Information
Sharing 3

Partnership
Profiles 4

E-Gov Tools 6

State-Local
Internet
Gateway 8

Did You Know?
CTG History,
Part One
Inside insert

CTG Celebrates Ten Years of Partnership, Research, and Innovation

In 1993, a group of committed New Yorkers saw their idea of a government technology research center become a reality. What started as a volunteer project designed to help state government agencies use technology to improve operations and services became a full-fledged research center.

Looking back on these past ten years we see that our projects have evolved, but our core objectives remain the same: to build partnerships that create innovative solutions to the problems facing government, and then to share those solutions with a broad audience of government professionals, researchers, and educators.

Many individuals and organizations, both public and private, planted the seeds for CTG and fostered our growth over the past ten years. We thank all who have played a role and hope you will join us in celebrating our collective efforts.

Throughout 2003 our *Innovations* newsletters will feature a series of articles that present our history, honor our partners, and highlight our work over the years. This first installment recounts how the Center was founded and discusses some of our early projects.

For more on our history see the *Did You Know?* insert inside.

National Academy of Public Administration Elects Sharon Dawes as Fellow



Sharon Dawes stands with Frank Thompson, NAPA Fellow and Dean of Rockefeller College at the University at Albany, SUNY, who nominated Dawes for the Fellowship.

CTG Director Sharon Dawes was inducted into the National Academy of Public Administration in a November 2002 ceremony in Washington, D.C.

The Academy is an independent, non-profit organization commissioned by Congress to promote discourse on emerging trends in governance through its work and membership. The selection process for Academy Fellows is extremely competitive and membership is limited to 400 individuals.

NAPA Fellows are selected as a result of their contributions to public administration. They include public managers and scholars, business and labor leaders, current and former cabinet officers, members of Congress, governors, mayors, state legislators, and diplomats. Fellows serve on standing panels and project teams that advise government agencies and Congressional committees on issues across all aspects of governance and public services.



**Center for
Technology
in Government**
University at
Albany, SUNY

New Project to Explore Cross Agency Integration

Integrating and sharing information in a multi-organizational government setting involves complex interactions between people and technology systems.

With a two-year, \$1.2 million grant from the National Science Foundation (NSF), the Center has embarked on a project to study many of the issues associated with cross-agency information integration.

The grant is part of the Information Technology Research program, which is one of the most competitive research programs sponsored by NSF.

As part of this research, we will be participating in two state agency IT projects: one with the New York State Police and the other with the New York State Department of Environmental Conservation.

The work of these projects will be studied from a number of research perspectives including public policy, computer science, information management, organizational communication, and system dynamics. The goal is to develop a model or series of models that will help researchers and government professionals better understand the social, technical, and human challenges associated with cross-organizational integration initiatives.

Additional information about this project is available by contacting Project Manager Fiona Thompson at ftompson@ctg.albany.edu or (518) 442-3892, or by visiting CTG's Web site at www.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.



1535 Western Avenue
Albany, NY 12203
(518) 442-3892 (phone)
www.ctg.albany.edu

Editor:
Mark LaVigne
Designer:
DeAnna Perry

CTG Explores the Future of Publicly Funded Research in the US

Last year, the Center for Technology in Government was asked by the National Science Foundation and the National Institutes of Health to develop a research strategy that would help the research enterprise continue to thrive in an increasingly complex and dynamic environment.

The research enterprise has grown eleven-fold in the last fifty years and now invests as much as \$100 billion a year to support the work of scientists, physicians, and engineers in university laboratories, hospitals, and other research settings throughout the United States.

The enterprise is not only large, complex, and important in its own right, it is also embedded in a political, economic, and social environment that exerts strong influences on research topics and priorities, methods and principles, and opportunities for involvement. Given these trends, what knowledge and action are needed to shape the future of grant-supported research?

The results of the CTG-led project were recently released in *Finding our Future: A Research Agenda for the Research Enterprise*. The report details the challenges facing the research enterprise, outlines an ideal future, and presents a research agenda and action recommendations for moving toward that future.

Since much of today's groundbreaking research extends beyond the bounds of any single discipline, *Finding our Future* recommends that the research enterprise begin to support new interdisciplinary research. Among its other recommendations, the report suggests that the enterprise find ways to leverage new technologies to virtually bring together top researchers who are not able to travel to physically participate in the review of cutting edge research proposals. It also recommends improving the way research findings are communicated to other researchers and the public.

Print versions of the *Finding our Future* report are available by e-mailing CTG at info@ctg.albany.edu. It can also be downloaded from our Web site http://www.ctg.albany.edu/resources/abstract/abfinding_our_future.html.

November Workshop Launches Justice Information Sharing Project

At a time when our nation is faced with unprecedented threats to our communities, the U.S. Department of Justice (USDOJ) has turned to CTG to identify and develop innovative ways for justice agencies to improve public safety through more effective information sharing.

The need for this study stems from the increasing amounts of information that justice professionals are being asked to process and share horizontally across justice agencies and vertically with different levels of government. Justice agencies rely on the integration of this information to prevent crimes, solve investigations, prosecute criminals, defend the accused, track parolees, and manage court dockets.

While sharing information is a key success factor for improving public safety, it's more difficult than ever. Vital information is housed in different databases in an array of agencies, collected in any number of methods containing data in many different software applications. As challenging as these technology issues are, they are only part of the equation. There are also systemic social and organizational challenges that stand in the way of information sharing.

The goal of the project is to develop a self-assessment tool that will help justice professionals and organizations plan for information sharing initiatives, communicate those initiatives to potential supporters, and serve as a self-assessment for ongoing projects.

We are working with USDOJ, Office of Justice Programs, the National Governor's Association, and the National Association of State Chief Information Officers to develop a capability assessment model that will help justice agencies gauge their readiness to implement information sharing and integration initiatives. We are looking at best practices in information sharing from across the country to identify key success factors and sample cases to help develop the tool.

The first workshop of this project was held in November at the New York City Police Academy. The Center brought together representatives from justice organizations across the US to review the first draft of a capability assessment model that CTG had created. Workshop participants came from local, state, and federal justice agencies, and included representatives from law enforcement, courts, corrections, prosecution, defense, and parole, as well as universities and professional associations.

The project team is using the information collected at the November workshop to refine the capability model and develop an assessment tool, which will be critically reviewed by the same set of justice professionals. Following that work, the model and tool will be field tested in real-life criminal justice situations before it is finalized.

Additional information about this project is available by contacting Project Manager Donna Canestraro at dcanestr@ctg.albany.edu or (518) 442-3892, or by visiting CTG's Web site at www.ctg.albany.edu.

A wide range of justice professionals from all over the country participated in the November Justice Information Sharing Workshop in New York City.



CTG Partnership Profiles

CTG was founded on partnerships with people in government, academic, and corporate organizations. Individuals from each of these sectors make unique and critical contributions to our work, and each gains distinct benefits.

This issue of *Innovations* spotlights two academic partners working on the “New Models of Collaboration for Government Services to Citizens and Businesses”

research project. The project is exploring how public sector partnerships form and become operational. Jon Gant is studying the collaboration that was built around the state portal *Access Indiana*. Patricia Diamond Fletcher is exploring the partnerships developed to create IRS e-File and FirstGov.gov. Both researchers are writing chapters in a soon-to-be-released e-government book edited by David Garson called *Digital Government: Principles and Practices*.

Jon Gant



Jon Gant, an assistant professor of Public Administration at Syracuse University’s Maxwell School, is studying the State of Indiana’s Web portal. The portal is the result of a collaboration between the state and a private company, Indiana Interactive. It started as a partnership project to bring

the state’s Bureau of Motor Vehicle records online, and it has grown to a large portal with more than 175 custom-designed on-line applications and 190,000 pages of government information from more than 75 state entities.

Gant first became involved with CTG in 1999, when he and Indiana University colleague Craig Johnson were exploring how other universities were teaching information technology in public administration programs. The two visited Rockefeller College and participated in a knowledge-sharing session at the Center.

“That trip opened the door for this partnership,” Gant said. “Later on, my work with Access Indiana was an ideal case for the New Models project.”

Past projects

Prior to his research with the Access Indiana partnership, Gant studied the attributes of State Government Web Portals with a grant from PriceWaterhouseCoopers. He also conducted research on the use of an advanced GIS application system to improve decision-making for a Meals on Wheels program in the City of Pittsburgh.

Thoughts on e-government

“Putting services online involves developing new work systems—figuring out how to integrate current business processes with information and communication technologies. In order to provide on-line services, your work systems and information systems must work congruently. Managers and organizations struggle with understanding that.”

Recommended resources for public sector managers

Fountain, Jane. (2001). *Building the Virtual State: Information Technology and Institutional Change*. Washington, D.C., Brookings Institution Press.

Ross, J. and C. Beath. (1996). “Develop long-term competitiveness through IT assets.” *Sloan Management Review*. 38(1) 31-43.

Sambamurthy, V. and R. Zmud. (2000). “Research commentary: The organizing logic for an enterprise’s IT Activities in the digital era—A prognosis of practice and a call for research.” *Information Systems Research*, 11(2) 105.

What’s around the next corner? The Web service model

The ability to access software and applications from the Internet takes the client server architecture to new levels. It enables people to share files and software over the network that would have been difficult or impossible to share before. This technology enhances the ability to share information in a more cost effective manner. In this atmosphere, the owner of the information can update the information, and it would be updated on the user’s machine in real time.

Patricia Diamond Fletcher



Patricia Diamond Fletcher is an associate professor in the Policy Sciences Graduate Program at the University of Maryland, Baltimore County (UMBC). She is studying IRS e-File and FirstGov.gov as part of CTG's New Models of Collaboration project.

One of the most interesting aspects of these studies, according to Fletcher, is how FirstGov was up and running in 90 days. "Anyone in government knows that that's no small feat. Everyone involved worked

hard to get it going, and it took a lot of out of the box procedures to get it up and running that fast," Fletcher said.

Fletcher first became involved with the Center in 1997 when she participated in "A Step Beyond Research: Fostering IT Innovations in Government," a workshop that explored the issues and opportunities for applied research to support IT innovation in government. The workshop focused on the sharing of ideas to improve the value of information technology (IT) research to government practitioners. It also sought to establish and strengthen communication and collaboration among government IT researchers.

Past projects

In 1989, Fletcher conducted the first nationwide study of information resource management in the states. Three years later she followed up that research with a similar study of county governments, which was co-sponsored by the National Association of State Chief Information Officers (NASCIO) and the National Association of Counties (NACO). Since then she also conducted a number of information management studies for the International City/County Management Association (ICMA).

Thoughts on IT in government

"One of the most important things for people to know is what technology can and can't do. It can help a lot, particularly if you thoroughly prepare the way and have an abundance of resources. But that's often not the case, and that's when technology falls short of the promises."

Recommended resources for public sector managers

www.gao.gov—The US General Accounting Office (GAO) has thousands of reports on public sector information management.

<http://www.whitehouse.gov/omb/inforeg/infopoltech.html>—The US Office of Management and Budget Web site has a section on Information Policy, IT & E-Gov. They provide documents and reports on information technology issues across government.

Upcoming Events and Activities

Tony Cresswell will present "Solving the Information Integration Puzzle" at Government Technology Congress this March in Virginia. For more details, visit www.iqpc.com.

Sharon Dawes will be a presenter at the 64th Annual American Society for Public Administration Conference this March in Washington, D.C. For more details, visit www.aspanet.org.

The 6th Annual New York State Cyber Security Conference will be held in April at the Empire State Plaza Convention Center in Albany, N.Y. For more details, visit www.nysfirm.org/.

The Annual National Conference on Digital Government Research will be held this May in Boston, M.A. For details visit www.diggov.org/dgo2003/.

The Annual New York State ICEDP Conference will be held in June at the Empire State Plaza Convention Center in Albany, N.Y. For more details, visit www.icedp.org/.

E-Gov 2003 will take place in June in Washington, D.C. For details visit www.e-gov.com.

The Council for Excellence in Government's Annual Conference, entitled "What's Next" will be held in June and July in Washington, D.C. For more details, visit www.excelgov.org/.

E-Government Program Ends with Series of Practical Tools

Governments at all levels are leveraging information technology to improve the way they provide information and services to citizens. To support these endeavors, last fall, CTG introduced a series of practical resources created through our *E-Government: Creating Tools of the Trade* program.

The tools, which were presented at the Government Technology Conference (GTC) East 2002, include case studies, research reports, Web-based tools, and practical guidelines on the strategies, policies, and technologies that contribute to effective e-government. They can be accessed from our Web site at www.ctg.albany.edu/egov/results.html.

What Citizens Want from E-Government presents an overview of the methods many US state governments used to find out what citizens want from e-government.

Untangle the Web: Delivering Municipal Services Through the Internet provides a guide for the development or renovation of government sponsored Web sites at the local level.

Information Access in an Electronic World is based on a January 2002 panel that examined the challenging information policy issues in a post 9/11 world.

e-Gov FirstStop™ is a single point of access for high quality e-government resources that have been reviewed and recommended by experts in the field.

Making a Case for Local E-Government examines how municipalities and counties are planning, developing, and implementing new technology initiatives.

From Static to Dynamic Web discusses the challenges of cutting edge Web site management.

Creating and Maintaining Proper Systems for Electronic Record Keeping is designed to help project teams plan for e-records management when designing e-government transaction systems.

The Future of E-Government is based on testimony presented to the New York City Council on a sustainable definition and model of electronic government.

E-Government – A practical and enduring definition

Our work was based on the following definition of e-government that was developed by the New York State Office for Technology's Local Government Advisory Committee.

“E-government is the use of information technology to support government operations, engage citizens, and provide government services.”

While this definition is simply stated, it is actually quite broad. It incorporates four key dimensions, which reflect the functions of government itself.

- e-services—the electronic delivery of government information, programs, and services often (but not exclusively) over the Internet
- e-democracy—the use of electronic communications to increase citizen participation in the public decision-making process
- e-commerce—the electronic exchange of money for goods and services such as citizens paying taxes and utility bills, renewing vehicle registrations, and paying for recreation programs, or government buying supplies and auctioning surplus equipment
- e-management—the use of information technology to improve the management of government, from streamlining business processes to maintaining electronic records, to improving the flow and integration of information

This last dimension of e-management is often not considered e-government because it is mostly invisible to the public. But it is essential to every aspect of e-government. Without it we cannot have the services, public engagement, and high quality, low cost operations that e-government promises.

continued on page 7

continued from page 6

Thanks to our e-government partners and participants

Throughout our e-government program we worked with over fifty local governments, dozens of state agencies, valued academic and corporate partners, and numerous other university and government colleagues. The resources we created were made possible only through the insights and input of these e-government practitioners. We gratefully acknowledge their participation in various focus groups, workshops, interviews, and the E-Government Roundtable.

Coming soon...

Making Smart IT Investments

This second edition handbook presents our methodology for making sound IT choices and building business cases for new initiatives.



This column highlights some of the connections that we've made over the past four months.

This fall, Deputy Director Theresa Pardo taught "Building a Case for IT Investments" in the Public Administration Department at the Rockefeller College of Public Affairs and Policy, University at Albany, SUNY.

Project Support Manager Donna Canestraro was a guest lecturer on database management, information integration, and business case development at a number of fall UAlbany courses.

SEPTEMBER 2002

CTG's E-Government program team presented a series of "Tools of the Trade" at Government Technology Conference East 2002 in Albany, New York.

Director of Administration and Outreach Jane Krumm-Schwan attended an Electronic Grants Conference in Phoenix, Arizona.

Deputy Director Tony Cresswell presented "Justice Information Integration" at the National Association for Justice Information Systems Conference in Seattle, Washington.

Graduate Assistant J. Ramon Gil-Garcia participated in "The Future of e-Governance," a conference at Syracuse University.

OCTOBER 2002

Director Sharon Dawes and Graduate Assistant Ophelia Eglene presented results from the New Models for Collaboration project at the "Public-Private Partnership Symposium" in Quebec City, Canada.

Project Associate Meghan Cook presented testimony on local e-government initiatives to the New York State Task Force on Local Government Reform in Lake Placid.

NOVEMBER 2002

Meghan Cook presented "Making a Case for Local E-Government" to the Long Island Library Association in Farmingdale.

Technology Services Director Derek Werthmuller participated in a conference on Large Installation

System Administration. LISA 02 was held in Philadelphia, Pennsylvania.

CTG hosted a Justice Information Sharing workshop at the New York City Police Academy.

Sharon Dawes presented "Challenges of E-Government" during the United States General Accounting Office's (GAO) IT Training Week program.

Derek Werthmuller attended the annual Supercomputer Conference in Baltimore, Maryland.

Meghan Cook and Communication Manager Mark LaVigne delivered a teleconference presentation of "Making a Case for Local E-Government" to the Association of Local Government Information Management's annual international conference in New Zealand.

DECEMBER 2002

Mark LaVigne presented "Creating and Maintaining Proper Systems for Electronic Record Keeping" at the 6th Annual Conference of the National Electronic Commerce Coordinating Council (NEC3).

Sharon Dawes presented a morning keynote address on "An Internal Action Agenda for the Next Phase of e-Government" to NEC3's Annual Conference.

JANUARY 2003

Sharon Dawes, Theresa Pardo, Tony Cresswell, and Graduate Assistant Jing Zhang presented papers at the 36th Annual Hawaiian International Conference on Systems Sciences (HICSS).

Tony Cresswell presented "Justice Information Integration" to the Annual Conference of the National Governors Association in Washington, D.C.

Developing an Intergovernmental Prototype

Would it be easier for county and municipal governments to do business with the State through one Internet gateway rather than through the multiple connections they now have with a range of state agencies?

A growing number of individuals and organizations think so. Others are not so sure. That's why the Center is working with a team of state and local government representatives to develop an Internet Gateway Prototype for Government to Government (G2G) business relationships.

Currently, the team is working to define a gateway architecture and exploring the types of transactions and information necessary to develop the gateway. At the same time, we are conducting an environmental scan of G2G portals in New York and other states for current and best practices. The next steps will include developing the prototype, then field testing it, and evaluating its effectiveness.

The project is designed to test whether such a gateway would provide state, county, and municipal governments with greater efficiency, higher quality data, and more consistent and coordinated services.



Throughout the project, the Center will examine the policy, management, technology, and financial factors that influence the development of the prototype.

Additional information about this project is available by contacting Project Manager Meghan Cook at mcook@ctg.albany.edu or (518) 442-3892, or by visiting CTG's Web site at www.ctg.albany.edu.



UNIVERSITY AT ALBANY
STATE UNIVERSITY OF NEW YORK

Center for Technology in Government
University at Albany, SUNY
1535 Western Avenue
Albany, NY 12203

Non Profit
Organization
U.S. Postage
PAID
Albany, NY 12222
Permit # 205