

Strategic Use of Information (83)

Guides (11)

Government Information Sharing: A Planning Toolkit

Sep 2013

Government enterprises face many performance challenges that can be addressed more successfully through better information-sharing initiatives. Regardless of the size and complexity of these initiatives, they are all made less challenging when participating organizations have a joint action plan that outlines what information sharing is necessary to be successful and what investments in capability must be made to close the gaps between capability required and capability available. Decisions to invest in information-sharing initiatives must be grounded in such an action plan. This toolkit is designed for government professionals tasked with planning and implementing initiatives that rely on effective information-sharing. It provides a process for assessing where capabilities for information-sharing exist and where they must be developed to achieve targeted goals. Assessment results provide a basis for action planning to fill capability gaps.

Opening Gateways: A Practical Guide for Designing Information Access Programs

Apr 2012

This Guide was originally published under the title of *Opening Gateways: A Practical Guide for Designing Electronic Records Access Programs* in 2000 and revised in 2002. Since it was issued, technological advances have given us a much broader array of tools and approaches to providing access to information. These advances have created a broader and in some ways more sophisticated community of potential users and stakeholders whose expectations of ease of access and immediacy of information have grown exponentially. These changes, combined with a social and political environment that demands public sector entities be more open and transparent in their operations, have put increased pressures on government to provide access to more and better information through readily accessible means such as the Internet. This guide is designed to help government agencies develop affordable, manageable, and effective information access programs. Given the changing technological and social environment, the type of planning processes facilitated by this Guide are more relevant than ever. The revisions have focused on updating many of the examples provided and language used as well as including an expanded discussion of program models available due to technological advances.

Using XML for Web Site Management: Getting Started Guide

Sep 2006

Despite the clear advantages of XML, government confronts many obstacles to the adoption and implementation of XML-based Web site management. By using the guide, government agencies can gain new insights into how they can benefit from XML and develop strategies to address the technical and organizational issues to get started.

Why Assess Information Sharing Capability?

Dec 2005

Government faces many challenges that can be addressed more successfully when information is shared across organizational boundaries. Initiatives that depend on these kinds of information sharing are typically complex, difficult, and prone to failure. They are more likely to succeed when they include a comprehensive and systematic assessment of both organizational and technical information sharing capabilities.

Sharing Justice Information: A Capability Assessment Toolkit

Nov 2005

The justice enterprise faces many performance challenges that can be addressed more successfully through better information-sharing initiatives. This toolkit is designed for justice professionals to use when considering or planning for a justice information-sharing initiative.

Building State Government Digital Preservation Partnerships: A Capability Assessment and Planning Toolkit, Version 1.0

Aug 2005

Decisions to invest in digital preservation projects must be grounded in a full understanding of the ability of those involved to identify and fill the gaps between current and required capability. This toolkit is designed for library, archives, records management, and information technology professionals to assess where capability for digital preservation exists and where it must be developed in order to achieve the goal of preserving significant at-risk government information.

Making Smart IT Choices: Understanding Value and Risk in Government IT Investments

Apr 2004

IT innovation is risky business in every organization. In the complex public sector environment, these risks are even greater. This handbook is designed to help any government manager evaluate IT innovations before deciding (with greater confidence) to make a significant investment.

Conducting Best and Current Practices Research: A Starter Kit

Jan 2000

Best and current practice research can help government managers learn from the experiences of others and discover what works and what doesn't. This starter kit contains step-by-step instructions for how to conduct that research.

A Cost Performance Model for Assessing WWW Service Investments

Jun 1997

Creating an effective Web site at an efficient cost is a goal for most government agencies. This guide was created to help organizations develop Web sites that meet their needs at a cost that they can estimate in advance.

Developing & Delivering Government Services on the World Wide Web: Recommended Practices for New York State

Sep 1996

The anytime, anywhere character of the Internet allows government information and services to be more available to more people. These guidelines present principles to help government agencies in New York State decide how best to design, manage, and market Web services.

A WWW Starter Kit

Apr 1996

Being on the Internet can mean many different things. For most government organizations, it means creating a Web site. This starter kit is designed to help begin the process of getting on the Web without having to reinvent the wheel.

Online Tools (4)

Open Government Portfolio Public Value Assessment Tool

Apr 2011

The **Open Government Portfolio Public Value Assessment Tool (PVAT)** offers government leaders with an approach to making better informed decisions about their portfolio of open government initiatives. This tool provides a structured way to assess the public value of an initiative so that an agency can review the expected public value across their entire portfolio of open government initiatives. The information generated from using this tool can then support decisions about the mix of initiatives in a portfolio and how to adjust the mix to enhance the agency's public value

The XML Toolkit

Apr 2006

The XML Toolkit is a Web site product of CTG's Web Site Management Using XML: A Testbed Project, which served to assist New York State agencies in examining the benefits as well as the challenges of Web site management using the emerging technology of XML. It contains a library of XML resources and is intended to grow over time and benefit from the contributions of the online community.

Opening Gateways: The Guide and Online Workbench

Dec 2003

The online workbench is provided as a companion piece to **Opening Gateways: A Practical Guide for Designing Electronic Records Access Programs**. It is an interactive version of the Guide enhanced with features that support groups of people as they collaborate on the development of electronic records programs.

Insider's Guide to Using Information in Government

Nov 2000

Every day, the people inside government use information to develop policies, make decisions, evaluate programs, and deliver services. This Web resource draws from real agency experiences to provide a practical resource for government professionals who use information to do their jobs.

Reports (58)

Does Mobility Make a Difference? A Cumulative Study of the Impact of Mobile Technology in New York State Child Protective Services

Jan 2012

Over the past six years, the New York State (NYS) Office of Children and Family Services (OCFS) has invested in a mobile technology strategy to support child protective services (CPS) work. This report presents results from a multi-year assessment on how the use of mobility technology has affected CPS casework. Findings suggest that laptop use has transformed on-call work processes, provided caseworkers with access to critical information while away from the office, and enabled an immersive community experience for caseworkers. These results have also led to modest, but meaningful improvements in productivity. The report also outlines elements of supportive mobile environments and offers recommendations for improving OCFS' mobile technology strategy.

Assessing Mobile Technologies in Child Protective Services (2008-2009): A Demonstration Project in 26 New York State Local Departments of Social Services

Dec 2009

The New York State (NYS) Mobile Technology Demonstration Project is a multi-year initiative to assess the use of mobile technologies in child protective services (CPS) work in New York State. Starting in 2006, this collaborative effort among the NYS Office of Children and Family Services (OCFS), county Departments of Social Services (DSS or local district), and the Center for Technology in Government (CTG) at the University at Albany has had four distinct evaluation studies. This assessment focuses on the most recent effort in 2008-2009. Starting in January 2009, twenty-six NYS local social service districts received mobile technologies for CPS. There were 505

mobile devices deployed CPS caseworkers and supervisors and managers. This assessment solely addresses measures of productivity and efficiency.

Creating Enhanced Enterprise Information Technology Governance for New York State: A Set of Recommendations for Value-Generating Change

Aug 2009

New levels of capability for coordinated action across organizational boundaries are required in order for government to realize the transformative potential of technology and cope with new economic imperatives. This report outlines five recommendations for change developed through a collaborative, consensus-driven process conducted by CTG on behalf of the New York State CIO community. These recommendations are targeted at building new capability for enterprise information technology investment decision making for New York State. The recommendations extend existing enterprise IT governance capability by introducing a new level of transparency in decision making, increasing the opportunity for alignment of IT investments with New York State's strategic priorities, and fostering the development of policies and standards to guide those investments.

Enterprise IT Governance in State Government: State Profiles

Aug 2009

Over the last fifteen years, the role of IT in state government has grown in prominence, which has drawn attention to how IT is governed at the state level. This report reviews enterprise IT governance arrangements in thirteen states (California, Florida, Georgia, Kansas, Kentucky, Maine, Michigan, Minnesota, New York, North Carolina, Pennsylvania, Texas, and Virginia). These states were selected to create a diverse set of examples and to gain a broad picture of state enterprise IT governance efforts in the United States. There are a total of five data summaries included within the report. First is a high-level comparison of state enterprise IT governance elements. This comparison is followed by a more detailed overview of three enterprise IT governance components: state CIO Councils, state executive IT boards, and budgetary authority for IT decisions. Finally, the report concludes with in-depth profiles and models of state enterprise IT governance arrangements in each of the thirteen states. Together, these resources provide one of the most comprehensive reviews of public sector IT governance currently available.

Maximizing Current and Future Mobile Technology Investments in New York State Child Protective Services

Dec 2008

NYS's Office of Children and Family Services (OCFS) and the Center for Technology in Government (CTG) partnered to conduct an extended study of the use of connected laptops in child protective services (CPS). Previous pilot and demonstration assessments established a solid foundation of information to support a reasonably clear picture of the short term impacts of deploying and using laptops in CPS work. This assessment allowed a longer time period for data collection (8-10 months) and provided an opportunity to learn more about how laptops are integrated into CPS work, including examining mobility, productivity and satisfaction. This study also examines the long-term impacts and conditions necessary to maximize current and future mobile technology investments in NYS's child protective services.

Assessing Mobile Technologies in Child Protective Services: A Demonstration Project in 23 New York State Local Departments of Social Services

Mar 2008

NYS's Office of Children and Family Services (OCFS) and the Center for Technology in Government (CTG) partnered to learn more about the impact of mobile technology use in child protective services (CPS) in New York State. In the Demonstration Project in 23 Local Social Service Districts, 450 laptops and tablets were deployed to CPS caseworkers in 23 NYS Local Social Services Districts. CTG conducted the independent assessment where the evaluation focused on mobility, productivity, and satisfaction as well as addressed environmental factors in statewide IT deployment. The summary report looks at high level impacts across all districts and the profiles detail findings from each individual district.

Using XML for Web Site Management: Lessons Learned Report

Jan 2008

This report is based on the lessons learned from CTG's XML Testbed. The success of the Testbed rested on the enthusiastic participation of five New York State (NYS) agencies who committed to extensive hours of workshops, training, and prototype development. CTG extends its thanks to the NYS Department of Civil Service, NYS Division of Housing and Community Renewal, NYS Higher Education Services Corporation, NYS Office for the Prevention of Domestic Violence, and the NYS Office of Cultural Education, State Education Department. The Testbed was undertaken in partnership with the Governor's Office of Employee Relations (GOER), the Office of the Chief Information Officer (OCIO), and the Office for Technology (OFT).

Assessing Mobile Technologies in Child Protective Services: An Extended Pilot in New York City's Administration for Children's Services

Jan 2008

This assessment report was done under contract with the NYS Office of Children and Family Services (OCFS) and in conjunction with the NYC Administration for Children Services (ACS). This project involved a large scale deployment of wireless laptops to CPS workers in New York City's ACS. The pilot ran from August – October 2007 and involved approximately 135 child protective services workers and supervisors in the Staten Island and Williams Street (Manhattan) offices. The report shows the complexity of deploying technology into a well established profession. The study focused on mobility, productivity, and satisfaction, and includes a set of recommendations and future considerations.

Exploring Regional Telecommunications Incident Response Coordination

Aug 2007

In an increasingly interconnected world, neither the public nor the private sector can claim sole stewardship of the critical infrastructure. These interdependencies require new kinds of coordination in a variety of areas, particularly in response to incidents that threaten the stability of the critical infrastructure. Events such as the World Trade Center attacks and Hurricane Katrina have generated new discussions among stakeholders about the coordination necessary to ensure continuity of operation of the critical infrastructure.

Knowledge Sharing Innovations in the Natural Resources Community: A toolkit for community-based project teams

Aug 2007

The Electronic Commons: a community led natural resource knowledge portal was a collaborative program developed by the Wood Education and Resource Center of the United States Department of Agriculture (USDA) Forest Service, Northeastern Area States, and Northern Initiatives. The program was designed to increase understanding of the potential benefits of and challenges to using information technology for communication and knowledge sharing among natural-resource professionals and volunteer organizations, schools and communities neighboring national forests, as well as individuals interested in learning about natural-resource management. Eight project teams were funded to explore technology-based strategies such as Web sites and Webinars as tools for sharing knowledge on natural-resource topics of concern to their communities and to build communities of practice.

Using XML for Web Site Management: An Executive Briefing on streamlining workflow, reducing costs, and enhancing organizational value

Jun 2007

Many of the new directions and developments on the Web have a basis in XML, which is becoming a critical technology for all types of information services. The features of XML emphasized in this Executive Briefing—open standard, reusability, technologically neutral—make it an ideal strategy for preparing for the future, while achieving efficiencies today.

Assessing Mobile Technologies in Child Protective Services

Jan 2007

This assessment report was prepared by the Center for Technology in Government (CTG) under a contract with the NYS Office of Children and Family Services (OCFS). The purpose of the work was to assess the performance of mobile technology deployed in a pilot test program with child protective service (CPS) workers. The mobile technologies were deployed to a sample of CPS workers for use in their field work and reporting responsibilities. The pilot was conducted in three Local Departments of Social Services (Local Districts): the New York City Administration for Children's Services (NYC/ACS), Westchester County Department of Social Services, Family and Children's Services, and Monroe County Department of Human Services, Child and Family Services Division. OCFS engaged the Center for Technology in Government to conduct this assessment and provide a report to the Commissioner of OCFS to assist in decision making and planning for possible further deployment of these technologies.

New York State Information Technology Workforce Skills Assessment Statewide Survey Results

Dec 2006

Information technology (IT) workforce issues have been a concern in New York State since the 1980s and were designated high priority areas in the 2004 and 2005 New York State Enterprise Information Technology Strategic Plans. As a result, in early 2005, the CIO Council HR Committee organized a partnership of state agencies, labor unions, and the Center for Technology in Government (CTG) to help design and administer two surveys. This report provides the key findings of the IT workforce skills assessment surveys administered during March and April 2006; involving nearly 5,000 IT professionals employed in state agencies, authorities, and boards.

Setting the Stage for an Electronic Health Record: A Business Analysis for the New York State Department of Correctional Services

Dec 2006

This document reports on a project conducted by CTG on behalf of the New York State Department of Correctional Services (NYS DOCS) to explore the likely benefits and associated costs of an Electronic Health Record (EHR) for NYS DOCS. The project, moving towards an electronic health record for NYS DOCS, was initiated in the summer of 2005 by the former New York State Department of Correctional Services Commissioner, Glenn Goord.

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Advancing Return on Investment Analysis for Government IT: A Public Value Framework

Oct 2006

This white paper provides an analysis process that starts with a high level view of the IT investment and then drills down through successive steps to identify the specific measures and methods that will reveal and document public value. The assessment can be tailored to the size and nature of a particular investment decision. The framework is broad in scope so that it can be applied to virtually any government IT investment – from simple Web sites to government-wide information systems and architectures.

Service New Brunswick (Case Study)

Sep 2006

Service New Brunswick was launched in a time of high pressure from citizens in New Brunswick, Canada for improved service delivery. Today it serves the province through its award winning service delivery model, and also and maybe more importantly in the long run, through its innovations in economic development.

The Austrian Federal Budgeting and Bookkeeping System (Case Study)

Sep 2006

The goal of the Austrian Federal Budgeting and Bookkeeping System project was to redesign and integrate the electronic workflow of the federal government's budget and bookkeeping processes. The strategy they chose was to implement a single Enterprise Resource Planning (ERP) software standard throughout the federal government, along with the adoption of necessary legal authority.

The Commonwealth of Pennsylvania's Integrated Enterprise System (Case Study)

Sep 2006

The Commonwealth of Pennsylvania's Integrated Enterprise System Enterprise Resource Planning (ERP) software implementation put in place the technical infrastructure and enterprise standards for core government administrative functions with improved public value.

The Government of Israel's Merkava Project (Case Study)

Sep 2006

The Government of Israel's Merkava Project is an effort to restructure the financial, logistics, and human resource components of government-wide administration into an integrated Enterprise Resource Planning (ERP) system. Merkava is also part of a comprehensive eGovernment initiative that includes five layers of new technologies and operational systems for enhanced internal operations and improved benefits and services to citizens.

The Washington State Digital Archives (Case Study)

Sep 2006

Washington State's investment in digital archiving for government records provides a highly focused and successful example of pursuing public value through information technology.

Preserving State Government Digital Information: A Baseline Report

July 2006

This report provides a baseline for state government digital information preservation capabilities and activities. It includes an analysis of the results across states and territories and presents several observations on the current digital preservation environment based on CTG's 2006 State Government Digital Information Preservation Survey.

State Government Digital Preservation Profiles

Jul 2006

This Web-based resource provides profiles of state government digital information preservation efforts within the United States based on the information collected from the 2006 State Government Digital Information Preservation Survey. The profiles are organized by state or territory and the library, archives, and records management units that were represented in the survey response.

Use of Parcel Data in New York State: A Reconnaissance Study

Jun 2005

This report presents the findings of a reconnaissance study on the use of parcel data in New York State. It documents the current and potential uses of parcel data, its value to many different kinds of organizations, and the typical flow of data across government and non-governmental boundaries.

Constructing the New York State-Local Internet Gateway Prototype: A Technical View

Apr 2005

This report summarizes the technical development of the New York State-Local Internet Gateway Prototype. Each phase is highlighted including, prototype design, development, testing, and support. Also shared are lessons learned and considerations for future development.

Learning from Crisis: Lessons from the World Trade Center Response. A Research Symposium Panel Transcript Summary

Aug 2004

The experience of September 11th was not an experience that government sustained by itself. Rather, it was an experience that crossed the public, private and nonprofit sectors and holds lessons for organizations of all kinds and sizes. In June 2004, the Center for Technology in Government (CTG) at the University at Albany, SUNY, put together a panel that represented these different perspectives.

Effective Strategies in Justice Information Integration: A Brief Current Practices Review

Jul 2004

This current practices study contributes to a community-wide knowledge building effort by examining the factors that influenced the success of selected justice information integration initiatives.

Exemplary Practices in Electronic Records and Information Access Programs

Jul 2004

This current practices research report identifies and describes exemplary practices in providing electronic access to information.

The New York State-Local Internet Gateway Prototype Project: Current Practice Research

Jul 2004

In the fall of 2002, the Center for Technology in Government (CTG) at the University at Albany conducted current practice research to identify and examine existing government to government (G2G) portal projects.

Information, Technology, and Coordination: Lessons from the World Trade Center Response

Jun 2004

Research into what organizations did in the midst of the World Trade Center crises and response provides valuable lessons for improving crisis response and emergency management and planning. Equally important, the lessons reveal that interdependencies of human, organizational, and technological resources may benefit overall government operations in normal times.

Bridging the Enterprise: Lessons from the New York State-Local Internet Gateway Prototype

May 2004

This project report details the Gateway Prototype project from conceptualization and development to findings and recommendations. The Prototype was developed to create a single point of contact among state and local governments to test and evaluate mechanisms for government-to-government (G2G) business relationships.

New York State-Local Internet Gateway Prototype Demonstration

Apr 2004

This online demonstration shows the features and functions of the New York State-Local Internet Gateway Prototype. The Prototype was built to identify, demonstrate, and evaluate key factors associated with the design, development, and deployment of a single point of contact for G2G work among state and local governments in New York State.

Creating and Maintaining Proper Systems for Electronic Record Keeping

Dec 2002

E-Government is changing the way government conducts business and captures records created during that business. This paper provides a framework for developing new e-government systems that foster electronic records management.

Insider's Guide to Using Information in Government Executive Briefing

Feb 2001

This executive briefing draws from real agency experience to provide a practical resource for the use of information by government professionals.

New York State Central Accounting System Stakeholder Needs Analysis

Jul 2000

The Office of the New York State Comptroller decided to conduct an extensive stakeholder needs analysis before making any decisions about how to design and develop a next generation Central Accounting System (CAS). CTG worked with the agency on this project, and developed a set of recommendations for next steps in devising a plan for the CAS.

Reassessing New York: A Collaborative Process

Jun 2000

In order to implement the state's new annual reassessment program, the New York State Office of Real Property Services set out to identify the needs of the local assessment community. CTG worked with this agency on the project, and produced a report that presents a collaboratively developed set of recommendations for moving the Annual Reassessment Program forward.

Putting Information Together

Feb 2000

Organizations spend millions of dollars putting information together in data warehouses, but as many as 50 to 80 percent of those projects fail. This report, which summarizes the fourth seminar in the UIG Seminar Series, highlights the lessons learned from the creation of the prototype Homeless Information Management System.

What Rules Govern the Use of Information?

Oct 1999

Every government function depends on information, and each function has a set of policies behind it. This report, which summarizes the third seminar in the Using Information in Government Seminar Series, addresses the use of government information and the policies that govern that use.

Building Integrated Data Repositories

May 1999

Having the right skills, competencies, and technical tools can help government managers use information more effectively in their work. This report, which summarizes the second seminar in the UIG Seminar Series, focuses on ways to get the most from government information.

Research and Practical Experiences in the Use of Multiple Data Sources for Enterprise Level Planning and Decision Making: A Literature Review

1999

Public and private sector organizations recognize the importance of information sharing as a way to improve planning and increase productivity. Because of this trend, the use of multiple data sources for enterprise level planning and decision making has become even more important. This paper identifies current research and practical experiences in the use of multiple data sources to support performance measurement, strategic planning, and interorganizational business processes.

Web-based Applications and/or Networked Legacy Systems

1999

A multitude of private and public institutions are now using e-commerce to deliver products and services to customers and clients. For many of these organizations, jumping into the world of e-commerce means they must link legacy systems and their attached databases to new Web-based applications and distributed databases. The ramifications of this process are examined in this report.

Some Assembly Required: Building a Digital Government for the 21st Century

Mar 1999

Information technology plays a crucial role in the public sector, and has the potential to transform the way government works. This report provides a set of recommendations for the National Science Foundation to design its Digital Government Research Program to help support that transformation.

Dealing with Data

Feb 1999

Proper data management is instrumental for successful information systems. This report, which summarizes the first seminar in the UIG Seminar Series, focuses on data quality management, data tools and techniques, long term maintenance and preservation, and real life experiences with data issues.

Data Quality Tools for Data Warehousing - A Small Sample Survey

Oct 1998

The quality of data in data warehouses is crucial to the effective use of the warehouse. This paper examines the issues associated with data quality and maps the issues to features available in data quality software tools. Examples of the tools are also included.

New Models of Collaboration: GIS Coordination in New York State

Oct 1998

Bringing an array of geographic information into a central system provides increased value to users, but coordinating that presents considerable challenges. This report describes how the New York State GIS Coordination Program was initiated and developed. It looks at the problems encountered and solutions tried, and focuses on data sharing and public-private sector partnerships.

IT Innovation in Government: Toward an Applied Research Agenda, Part One:

The practitioner perspective

Oct 1997

This paper provides the practical perspective of studying government information technology issues. It is one of two papers that served as the background for discussions at an applied research workshop hosted by CTG in October 1997.

IT Innovation in Government: Toward an Applied Research Agenda, Part Two: The researcher perspective

Oct 1997

This paper provides the research perspective of studying government information technology issues. It is one of two papers that served as the background for discussions at an applied research workshop hosted by CTG in October 1997.

Delivering on the Web: The NYS Internet Services Testbed

Dec 1996

Government is all about information and service delivery. The Web seems perfectly suited for that work. This report presents a set of practical tools to help government agencies refine and narrow the objectives of the Web services they are developing.

The World Wide Web as a Universal Interface to Government Services

Dec 1996

This report describes the results of research that tested the feasibility of using the Web to deliver services to citizens and conduct business among government agencies.

A Framework for Evaluating Public Sector Geographic Information Systems

Dec 1995

Substantial opportunity exists to share spatial data, knowledge, and other resources across programs in the public and private sectors. This report discusses the mechanisms for evaluating public sector geographic information systems (GIS).

Compelling Reasons for GIS Coordination in New York State

Dec 1995

Coordinating geographic information collected by different agencies and local governments can help promote three program areas of vital importance in New York State: economic development, environmental conservation, and public health and safety.

Sharing the Costs, Sharing the Benefits: The NYS GIS Cooperative

Dec 1995

The New York State Geographic Information System (GIS) Clearinghouse Cooperative project was undertaken to show the extent to which spatial data needs overlap among key policy and applications areas. This report demonstrates how data sharing strategies can reduce the cost and increase the value of GIS.

The New York State Spatial Data Clearinghouse Technical Report

Dec 1995

Developing the New York State (NYS) Geographic Information System (GIS) Clearinghouse prototype required the adoption of standards and an effective search mechanism. This report presents how these were implemented in the NYS GIS Clearinghouse project.

Supporting Psychiatric Assessments in Emergency Rooms

Sep 1995

With the assistance of an expert panel representing both practitioners and consumers of mental health services, a computer-assisted decision model was developed to support psychiatric assessments in emergency rooms.

Report of the Field Test to Evaluate a Decision Support Tool for Psychiatric Assessments in Emergency Rooms

Aug 1995

Field testing a prototype is critical to gauge its value for users. This report describes the results of the field test of a prototype decision support tool developed to help emergency physicians conduct psychiatric assessments.

Voice Information Response System

May 1995

The telephone is the means by which most people deal with the government. This report presents the results of a project that developed a prototype voice response system for the NYS Office of Regulatory and Management Assistance.

Groupware Technology Testbed

Nov 1994

Information technology tools and applications are supporting all types of government work. This report presents the results of a series of prototyping experiments conducted by CTG and state agencies on custom workflow, project management, document management, and meeting support systems using groupware tools.

Reviewing the Performance of ORMA's Voice Response System for Automated Business Permit Information: Integrating Technical, Cost-Based, and Customer-Oriented Evaluations of System Performance

Mar 1995

A prototype voice response system was designed to improve the way business permit inquiries were handled by the New York State Office of Regulatory and Management Assistance. This report presents the results of testing that prototype system.

Journal Articles and Conference Papers (3)

From “Need to Know” to “Need to Share”: Tangled Problems, Information Boundaries, and the Building of Public Sector Knowledge Networks

This is an electronic version of an Article published in *Public Administration Review*, Volume 69, Issue 3 (p 392-402), © 2009 the American Society for Public Administration, May 2009

Public managers confront tangled problems every day across all policy domains and levels of government, and they need to be ready to deal with them through networked forms of engagement and action. Knowledge networking—the ability to create public sector knowledge networks (PSKNs) suitable for addressing these problems—requires a certain set of skills and attitudes, as well as interpersonal and other kinds of trust. Network development processes that emphasize early, open dialogue and examination of assumptions and expectations do better than those that rush forward with a fixed IT solution in mind. Those that adapt and learn from experience are more likely to succeed in achieving their substantive project and networking goals. Finally, to be sustainable as organizational forms, knowledge networks need some legal foundation, access to resources, supportive policies, and innovative forms of leadership.

Emergence of the governance structure for information integration across governmental agencies: A system dynamics approach

Proceedings of the Eighth Annual International Conference on Digital Government Research: Bridging Disciplines & Domains (dg.o 2007), May 2007, pp.47-56

The purpose of this paper is to describe a dynamic theory of the socio-technical processes involved in the definition of an Integration Information problem in New York State (NYS). In April 2003, the Criminal Justice Information Technology (CJIT) group of NYS was tasked with developing a framework to give users of criminal justice data and information systems “one-stop shopping” access to information needed to accomplish their mission. CJIT collaborated with the Center for Technology in Government (CTG) for an eight-month period during 2003 to accomplish this task. The theory consists of a system dynamics model for understanding the dynamics of the collaboration involved in the problem definition stage of a project. The model was developed in facilitated group modeling sessions with the CTG team. The model is capable to generate interesting scenarios that show the importance of social accumulations in project management. Moreover, the model illustrates a powerful way to use modeling and simulation as theory-building tools.

The Internet, the State Library, and the Implementation of Statewide Information Policy

Journal of Global Information Management, Volume 7, Number 4, Oct 1999, pp 27-33

Geographic Information Systems (GIS) are used by government, researchers, and businesses to support a wide range of activities. This article documents the implementation of an Internet-based GIS Clearinghouse in New York State, and highlights the role of the State Library as a critical implementer and value-added facilitator.

Working Papers (4)

Building Response Capacity through Cross-boundary Information Sharing: The Critical Role of Trust

Mar 2008

Governments around the world are increasingly turning to information sharing and integration to help solve problems in a wide range of programs and policy areas. These complex interorganizational efforts face not only the technical challenges of many information technology initiatives, but also the difficulties derived from interacting among multiple and diverse organizations. Trust has been identified as one the most important organizational factors for cross-boundary information sharing and integration. However, more research is needed regarding the determinants of trust building in this multi-organizational contexts. This paper highlights the relevant role of trust in cross-boundary information sharing initiatives and provides evidence about three of its most important determinants.

A Multi-Dimensional Approach to Digital Government Capability Assessment

Mar 2008

The issue of organizational capability is central to virtually all efforts to improve government performance, particularly in the area of information technology innovation. Capability assessment can play an important role in the digital government domain in at least two ways: one is to provide a basis for judging whether agencies are ready to initiate some digital government innovation, and the other is to judge the impact of a digital government initiative in terms of improved capabilities. Data on capabilities targeted by digital government initiatives can provide both baseline measurements and evidence of subsequent improvements. As part of its research and development on several digital government projects, the Center for Technology in Government (CTG) has developed an approach to capability assessment, resulting in specific assessment toolkits for use in different types of digital government initiatives. This paper describes the approach used in developing these toolkits generally, with an example from one version intended for use in justice information integration projects. The paper includes the theoretical rationale for the design of the toolkits, methods for their use, and implications for use in practice.

Critical Issues and Practical Challenges of IT Tools for Policy Analysis and Program Evaluation

Mar 2008

Policy makers and public managers want and need to know how well government programs perform, but few have the information to accurately and continuously evaluate them. The dynamic nature of public programs, and the traditional methods used to assess them, compound this problem. Performance measurement and performance-based decisions can be improved by more sophisticated information systems designed for to support analysis and decision making. However, such systems demand close and continuing involvement of program staff, attention to programmatic context, and much better understanding of business processes and the data they generate. Through the use of a case example, the prototype Homeless Information Management System, this paper highlights how attention to these issues can lead to useful and usable performance analysis and evaluation systems.

Measures and Conditions of Success in Public Sector Knowledge Networks

Mar 2008

Interorganizational networks are increasingly the subject of both theoretical and empirical research in sociology, economics, organizational behavior, and public and business management. While the most common network concepts and studies have focused on multi-organizational forms of production, “network” has also emerged as a way to describe how organizations share and integrate knowledge and information. This paper focuses on a type of network that is increasingly important in public affairs, but largely unaccounted for in the extant literature – the public sector knowledge network. The paper synthesizes and augments the exiting literature to include public sector knowledge networks. It then identifies performance measures that can be used to evaluate them at the network, organizational, and individual levels of analysis and identifies critical success factors that pertain to each level.

Issue Briefs (3)

The opportunity and challenge of collecting street-level information

Wed, 19 Sep 2012

With the hope of changing the lives of youth in foster care, in 1999 the U.S. Congress enacted the Foster Care Independence Act, also known as the Chaffee Independent Living Act (Act). The Act provided \$140 million in block grants to states to support youths’ transitions to independent living and required the Federal Administration for Children and Families (ACF) to develop a national data collection and reporting system. The system, known as the National Youth in Transition Database (NYTD), seeks to track outcomes of youth receiving independent living services and to trace certain youth outcomes over time, even as they age out of the foster care system.

Open Data and Fitness for Use: A Realistic Look

Mon, 17 Sep 2012

The basic assumption of the open data movement is that more intensive and creative use of information and technology can improve policy-making and generate new forms of public and economic value. Open data initiatives are focusing on education, public health, transportation, environmental stewardship, economic development, and many other areas. Ironically, this information is often treated as a black box in the open data movement. Stakeholders, analytical techniques, and technology tools all receive considerable attention, but the information itself is often seen as a given, used uncritically and trusted without examination. However, the very kind of data that is now being released as “open data” was actually collected or created for other purposes. It has undeniable potential value, but it also contains substantial risks for validity, relevance, and trust.

No Loss in Translation: Using XML Databases to Simplify and Streamline Processes

Mon, 03 Aug 2009

For over a decade, the simplicity, portability, and flexibility of XML have made it the accepted standard for formatting and sharing data via web services and service-oriented architecture (SOA). However, XML data that is easily transferred across machines and applications is not as easily stored and processed within those same machines and applications. As a result, the XML data is typically transformed into non-XML formats better suited for use within databases and applications. This transformation step adds a layer of complexity to the process.