

New Models of Collaboration for the Delivery of Public Services

American Cases

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AccessIndiana

The Official Website for
the State of Indiana

Jon Gant, Indiana University

MESSAGE FROM GOVERNOR O'BANNON

accessIndiana
The Official Web Site of the State of Indiana

- ABOUT INDIANA
- GOVERNMENT
- ONLINE SERVICES
- LIVING IN INDIANA
- WORKING IN INDIANA
- LEARNING IN INDIANA
- VISITING INDIANA
- SOCIAL SERVICES
- FEATURED SITES
- NEED HELP?

Secretary of State
UCC Services >

Indiana General Assembly >

State House

KEYWORD SEARCH
GO!
I want...

CALENDAR NEWS RELEASES CONTACT US ABOUT accessIndiana SUBSCRIBER INFO

AccessIndiana

- Official state web portal and web site
- Portal provides single point of access to all state government information
- Public-Private collaboration between State Government of Indiana and the National Information Consortium

AccessIndiana: The Environment

- Politics of a self-funded model
- Initial confusion over roles and responsibilities
- Flexible IT architecture
- Stability of key partners
 - Dot com rollercoaster and budget cutbacks

AccessIndiana: The Project

- Project initiated in 1995
- Competitive contract for services awarded to Indiana Interactive, a NIC subsidiary
- Funded from driving record requests
- Key organizations
 - Intelenet
 - EDARC - oversight committee

Key Milestones

- AccessIndiana online - September 1995
- BMV records online - March 1996
- Contract renewed for 5 years - June 1998
- Tax filing online after 6 months of development- January 1999
- Redesigned portal - Nov 2000
- Agencies allowed to maintain their own content - January 2001
- All forms - Sept 2001

AccessIndiana: The Collaboration

- Evolving into a strong collaboration
 - Idiosyncratic management evolving into professional management of portal
 - Increasing trust among the ranks
 - Greater sharing of each others risks
- Difficult finding resources to support new, non-revenue generating, additions to the portal

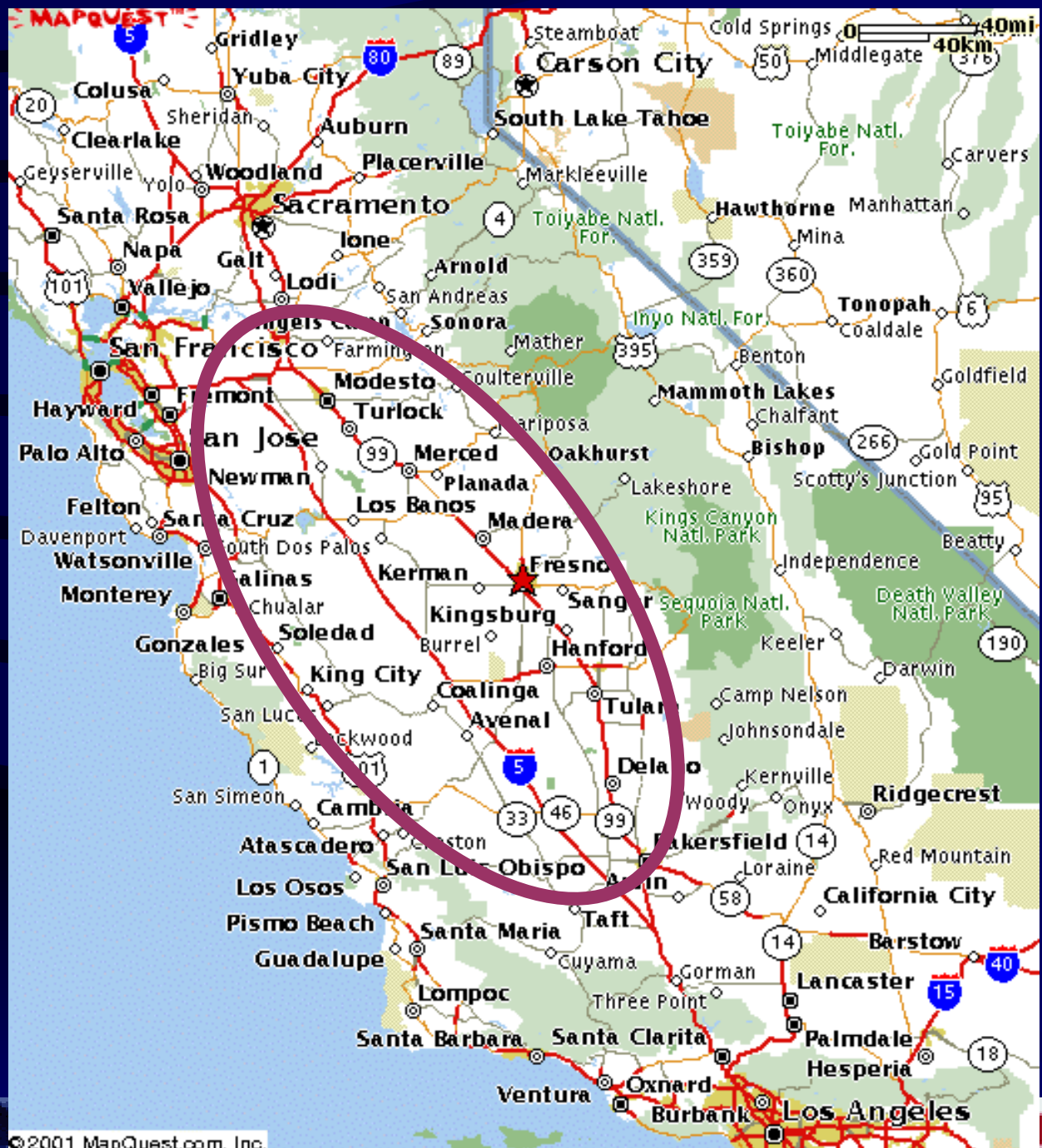
AccessIndiana: Performance

- Collaboration
 - No formal evaluation process; oversight committee monitors compliance to budgets, schedules, priorities
- Project
 - Limited evaluation
- Services
 - Continuous improvement with look and feel
 - Service provider assesses performance carefully, reports results to oversight committee



San Joaquin Valley Sustainable
Economic Development
Collaborative

Public-Private-Non-Profit
Collaboration



San Joaquin Valley Collaborative

- Agricultural heart of California
- Combination of intergovernmental projects
- Current Efforts Underway
 - Workforce development/skills database
 - Youth At-Risk ICT Training program
- Project in startup phase

San Joaquin: The Environment

- Efforts to create region-wide economic development policies
- Political support reduced with Presidential administration change
- Unclear leadership at local and federal levels
- Technological capabilities of participants

San Joaquin: The Project

- Project initiated in 1999
- Governor Davis' Economic summit brought key players together
- Council for Excellence in Government galvanized federal agency involvement
- Significant effort to eliminate barriers to sharing information among key collaborators

San Joaquin: The Collaboration

- Public-Private-Non-Profit collaboration
 - Intergovernmental participation
- Presidential executive order
- Private sector partner keeps the project going
- Collaboration thrives on informal networks

San Joaquin: Performance

- Not formally evaluated at this point because project in startup phase
- Limited effort to formalize coordination among local participants
- Employment database and Youth At-Risk training program in pilot phase. Assessing effectiveness of pilots with plans for improvement

New York State Geographic Information System (GIS) Coordination Program

Ophelia Eglene
Center for Technology in Government

The Empire State

In Remembrance

New York StateGovernor
Pataki

map-NY

e-bizNYS

Citizen
Guide

GIS Home

Welcome

Calendar

What's NEW

Coordination Program

Data Sharing Cooperative

NYS Orthoimagery Program

Orthoimagery Application

On-line GIS Applications

Raster Imagery

Metadata Repository

Education/Training

GIS Communications

Related Sites

Site Map

Site Index

CUGIR

Contact Us

GIS Clearinghouse

New!

STATEWIDE DIGITAL ORTHOPHOTOGRAPHY
AVAILABLE ON-LINE

The purpose of this project is to provide rapid access to the statewide digital orthophotography data set.

Orthophotography has the appearance of an aerial photograph but is processed to allow it to be accurately used in mapping applications.

This application is best viewed in Netscape 4.0 or Internet Explorer 5.0 or better.



Genesee River - Roche

NYS GIS Coordination Program

- **Public-Public (State/local) and Public-Private partnership**
- **GIS Coordinating Body with representatives from state and local government as well as private sector which coordinates, promotes and facilitates the development, effective use, and sharing of geographic information in NYS**
- **Online GIS Data Cooperative and metadata repository**

The Environment

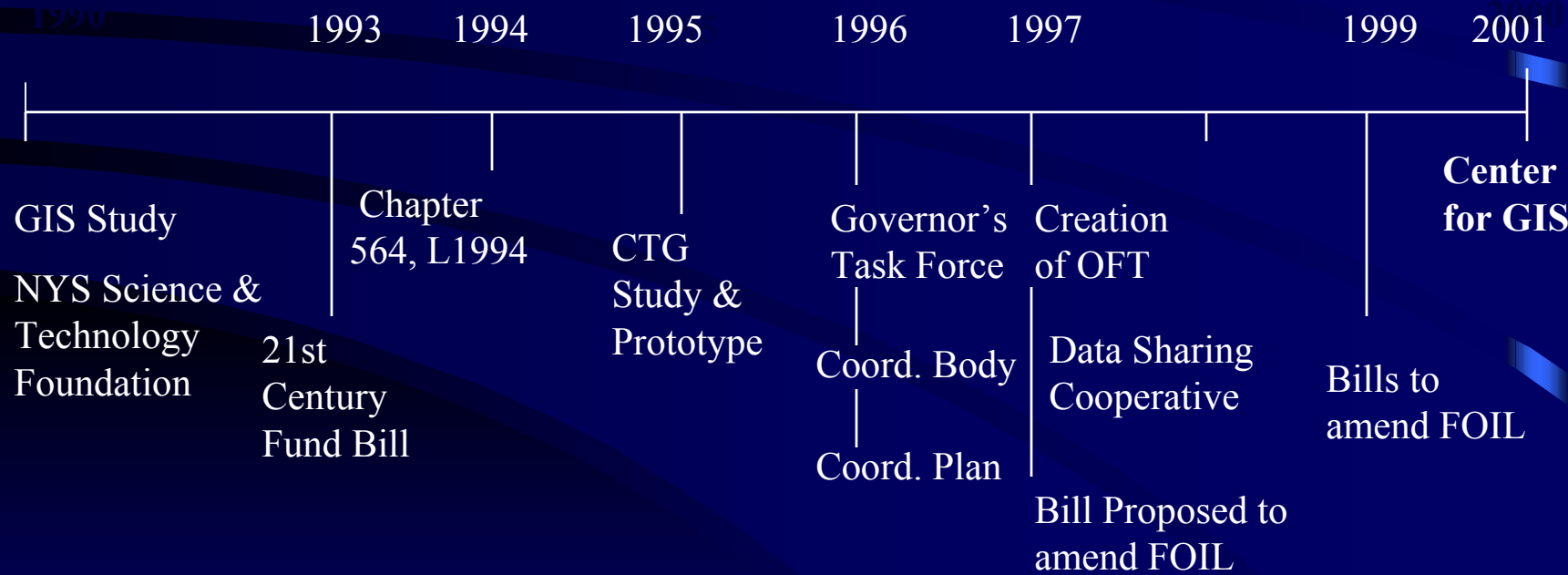
Preliminary Studies:

- **NYS Science & Technology Foundation Study**
- **21st Century Fund Bill**
- **CTG Project & Prototype**
- **SARA Project**

Legal & Political Environment:

- **Enactment of Chapter 564 of Laws of 1994 creating the Temporary GIS Coordinating Council**
- **Creation of Governor's Task Force on Information Resource Management**
- **FOIL proposed amendments**

Project Timeline



The Project

- **Initiated in 1996 at the request of the Governor's Task Force on Information Resource Management**
- **Technology policies initiated by OFT in 1996-97:**
 - **Technology policy 96-18: Creation of GIS Coordinating Body and Statewide Coordination Program**
 - **Technology policy 97-6: Creation of the GIS Data Sharing Agreement and NYS GIS Data Cooperative**
- **GIS Clearinghouse initially hosted at the NYS Library, with limited staff and technology**
- **Creation of the Center for GIS in 2000**

Participants

State Government:

- **Early involvement & leadership**
- **OFT director acting as a champion**
- **Key state agencies joining cooperative**

Local Government:

- **Reluctance to participate**
- **Press for FOIL amendments**
- **Extreme caution**

Other Participants:

- **Private sector**
- **Universities, NPOs**

Formal Collaboration Process

- **Data Sharing Agreement**
 - Designation of primary custodians
- **Multi-agency workgroups:**
 - Clearinghouse, communications, data coordination and standards, education, finance, legal issues, and digital orthoimagery workgroups
- **State, local, and private sector workgroups**

Informal Collaboration Process

- **Development of interpersonal relationships**
- **Trust and synergy in the workgroups**
- **Common goals and a need to succeed**

Performance

Service Performance:

- **GIS program widely recognized as successful and innovative**
- **Clearinghouse one of the best in the country: it contains 1600 Web pages and 31,000 links.**
- **More than 98,000 data sets representing a fair market value of \$ 7.8 million have been exchanged in 1998**

Project Performance:

- **More than 350 members joined the program**
- **Center for GIS very promising**
- **Networking & development of interpersonal relationships**

Remaining Problems

- FOIL amendments yet to be passed
- GIS Coop not yet representative of all the GIS data available in NYS
- Local government representation
- Private sector involvement
- Quality of data/updates



Electronic Tax Administration

The IRS and E-File

Patricia Fletcher

University of Maryland Baltimore County
(presented by Sharon Dawes)

Characteristics of Electronic Tax Administration

- Type of collaboration: Public-private-Non-Profit
- Timeline:
 - 1985: Birth of electronic filing, a collaboration between IRS and H&R Block
 - 1997: Creation of Electronic Tax Administration
- Funding:
 - \$ 398 million for IRS information technology modernization
 - \$ 15 billion over next ten years

Critical Success Factors

- IRS Commissioner Charles Rossotti
- Leadership of ETA Director
- Strategic planning focus
- Citizen access priority
- IRS Restructuring and Reform Act of 1998
 - Promotion of electronic filing (sec. 2001c)
 - Forms availability via Internet (sec. 2003d)
- Ability to stimulate “out-of-the-box” thinking
- Tax expertise of partners
- Internet technology

Sectors

- Government:
 - Federal government Department of Treasury
 - State tax collection agencies
- Private:
 - Tax return preparers
 - Authorized IRS e-file providers
 - Electronic return originators
 - Online filing tax software companies
- Non-Profit:
 - Professional accounting organizations
 - Watchdog groups

Technologies

- Telephone (tefile)
- Internet
- Software (e.g. turbo tax)

Vision

To revolutionize how taxpayers transact & communicate with the IRS

Strategic Goals for 2007:

- Electronically transact with 80% of US taxpayers
- Reduce fully burdened per return electronic transaction costs to less than \$2
- Achieve 99% transaction integrity and accuracy
- Achieve 90% taxpayer satisfaction

Collaboration among

- Internal Revenue Service
- Intuit
- H&R Block
- Jackson Hewitt
- Computer Science Corporation
- VeriSign

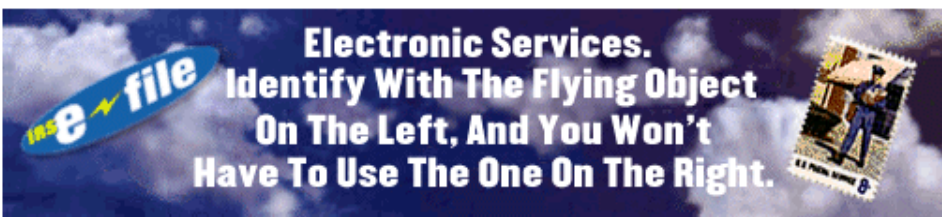
Stakeholders

- US Public
- US Congress
- Department of Treasury
- ETA Advisory Board
- Private sector partners
- Certified public accountants
- Professional accounting organization

The Web Site

www.irs.gov

- Tax returns filed electronically jumped 13% to 39.45 million in 2000, up from 34.91 million who filed electronically last year.
- Although the tax return numbers represent a significant increase, they are less than the IRS' projections. The IRS initially had set a goal of having 42 million people file electronically, but earlier this year the agency revised the goal to 40 million.
- The web site chalked up more than 1.5 billion hits from January through April 16, 2001, a 57 percent increase from last year.
- Visitors spent an average of 11 minutes on the site, with most going to the page for electronic tax filing
- The number of forms and documents downloaded topped 103 million through February 2001, double the number downloaded over the same period last year.



Welcome to the home of IRS *e-file*. IRS *e-file* is used by millions of satisfied taxpayers each year to provide a more convenient method of filing their taxes. Browse through the information contained on these pages to determine your *e-file* options. Then, click into the future and file your taxes electronically this year with IRS *e-file*.

[Please Review Our Security and Privacy Policy](#)



[\[Click for Text Only Version \]](#)

IRS Takes on 21st Century with Next Generation Tax Solutions

View interactive [streaming videos](#) about IRS *e-file*...the fastest most accurate way to file and pay your taxes.

[IRS e-file for Individual Taxpayers](#)

IRS *e-file* information for individuals filing electronically including information

[IRS e-file Partners Page](#)

IRS has partnered with various private industry companies to bring taxpayers affordable, convenient, user friendly *e-file* options -- including **FREE** opportunities!

- [For Individual Taxpayers](#)
- [For Businesses](#)

[IRS e-file for Tax Professionals,](#)

Characteristics of Partners

- Organized and methodological
- Legalistic
- Risk averse organization (IRS)

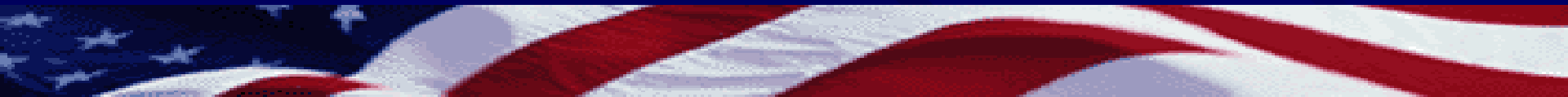
Enabling Themes

1. Ability to capitalize on strengths of partners
2. IRS focus on enabling competitiveness
3. IRS marketing campaign-promotional paid advertising
4. The technology-Internet, credit card transactions, tax software
5. The IRS is the largest processor of information in the world

Problematic Themes

1. Funding from Congress inadequate
2. Poor history with information system modernization
3. A “high-risk” agency of the General Accounting Office
4. Goals for 2007 seen as “too high” to achieve
5. Paperbound infrastructure
 - IRS accounts for 80% of the federal paperwork burden
6. Information privacy and security are complex issues

FirstGov



Characteristics of FirstGOV

- Type of collaboration: Public-private
- Launched: September 22, 2000
- Initial Size: 47 million web pages
- Funded by: Initial support came from “donations” from Federal CIO Council, 22 federal agencies, and a donated search engine; hoping for support from 2002 budget “e-government fund”

Critical Success Factors

- Presidential Memo of Dec 17, 99: Electronic Government
 - Create a government-wide portal accessed by type of data or service
 - By December 2000, the forms needed for the top 500 government services used by the public be made available online
- Government Paperwork Elimination Act of 1998
 - By 2003 the federal agencies provide the public, when practicable, the option of submitting, maintaining, and disclosing required information electronically
- Donation of INKTOMI search engine by CEO Eric Brewer
- 90 day timeframe to launch date

Sectors

- Federal Government information organized by type of service or information, not by agency
- State & local government to be phased in

Technologies

- Government-wide Portal
- Internet

Vision

Our work transcends the traditional boundaries of government and our vision is global—connecting the world to all U.S. Government information and services.

Nature of Services

- Informational
 - G2C/C2G
 - G2B/B2G
 - G2G
- Transactional
 - G2C/C2G
 - G2B/B2G
 - G2G

Collaboration among

- Federal government agencies
- US General Services Administration
- Federal CIO Council
- National Partnership for Reinventing Government
- Government Information Technology Services Board
- INKTOMI
- First GOV “partners”
 - Partnerships with private sector, academia, state & local governments, and non-profit organizations to communicate the existence of First Gov to all U.S. citizens, and help promote and accelerate electronic government.
 - FirstGov partner names and links are placed on the FirstGov partners page, making it easy for the public to navigate to sites of interest.

Stakeholders

- The American public
- Clinton administration
- OMBWatch
- Software and Information Industry Association
- Executive Office of Management & Budget
- US General Accounting Office
- US General Services Administration



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What's New

- [Anthrax Information](#)
- [Anthrax Broadcast for Clinicians](#)
- [Invest in America](#)
- [Donate to Afghan Children](#)
- [Past Features](#)



America Responds to Terrorism

Last Updated November 1, 2001

- | | |
|---------------------------------------------------|---------------------------------------------|
| Protect Yourself and Your Country | White House Home Page |
| - Bioterrorism Precautions | - Latest News on Response |
| What You Can Do for Victims | Defense Department Responds |
| Victims Benefits and Assistance | State Department |
| Travel | U.S. Postal Service |
| Feedback | Other Federal Agencies |

Transactions, Forms, & Services

- [e-Citizen](#)
- [e-Business](#)
- [e-Government](#)

Search Government Websites

[Advanced Search](#)

Federal
 State

 Both

Browse Government by Organization

- [Federal Executive](#)
- [Federal Legislative](#)
- [Federal Judicial](#)
- [State & Local](#)

Browse Government by Topic

- | | |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------|
| Agriculture and Food
Farms, Food, Nutrition | Health
Health, Insurance, Disease |
| Arts and Culture | Home and Community |

Awards

- 2001 Innovations in American Government Award Finalist, August 2001
- Federation of Government Information Processing Council's Intergovernmental Solutions Award, June 2001
- 2001-2002 Golden Web Award
- May 2001 Innovations in American Government Award Semi-Finalist
- April 2001 Pioneer Award, E-Gov 2001
- April 2001 Azimuth Award for supporting federal information technology went to Dave Barram, former GSA Administrator and Eric Brewer, for their part in FirstGov
- March 2001 FOSE and Chief Information Officers Council of Excellence Award
- March 2001 Vice President's Hammer Award for Reinventing Government
- January 2001 Government Computer News Award for the application of information technology for management improvement in government, January 2001

Characteristics of Partners

- President Clinton wanted to leave a “legacy”
- Clinton administration highly supportive of information technology
- Eric Brewer wanted to give something back to the US Federal government (he received DARPA funding for his graduate education)

Enabling Themes

1. Goal was to Simplify citizen access to government information
2. Project Speed from inception to implementation
3. Open model of collaboration
4. Information Ownership as a Public Right
5. Funding not an initial issue
6. Technology seen as a Solution
7. Cross-Agency Backing for the project
8. Multi-level leadership w/ key change agents
9. Everyone involved had “good intentions”

Problematic Themes

1. Lack of shared vision across participants
2. Funding for the future
3. No budget to market the site
4. Constant re-organization of government
5. Procurement and lack of initial competitiveness due to “donation”
6. Lack of cross-agency funding and initiatives to support development
7. No real commitment from state or local governments to participate

Cross-Cases Themes

The background of the slide is a stylized American flag. The top portion is a solid dark blue field. Below this, there are several horizontal, wavy stripes in white and red, suggesting the flag's movement. At the bottom, the stars and stripes of the flag are more clearly visible, with the stars appearing as small white dots on a dark blue background.

Emerging themes

- Philosophies of collaboration
- Dynamics of collaboration
- Ownership of data
- Institutional issues
- Technology choices

Philosophies of collaboration

- Partnership has many meanings
 - equality, consensus, hierarchy, etc.
- Formality-informality
 - a wide range of styles and situations
- Roles and how they shift
 - leadership, as an example

Dynamics of collaboration

- Continuous opportunities for feedback and learning
 - Changing perceptions of current & potential participants
 - Trial & error, experimentation
 - Early performance affects later actions, perceptions, and performance

“Ownership” of data

- Data is an asset of these collaborations
- Issues about the ownership rights of the private partners
- Issues about the ownership responsibilities of multiple public partners
- Issues about the ability of *anyone* to “own” government information

Institutional issues

- Collaborations need institutional legitimacy and an institutional home
 - recognized sponsor
 - formal relationships to key stakeholders
- Formal aspects of collaboration are a framework for informal relationships
 - both are essential, neither is sufficient

Technology choices

- Nature and cost of technologies chosen
 - Affect participation
 - (availability, affordability, adaptability)
 - Affect results
 - (capability, flexibility)

Next steps for the US team

- Prepare narrative case studies
- Conduct cross-case analyses
- Engage in cross-national analyses
- Refine themes and lessons
- Produce a casebook and journal articles
- Collaborate on practitioner-oriented guide
- Collaborate on the international symposium