

CENTER FOR
TECHNOLOGY IN
GOVERNMENT

1999 ANNUAL REPORT

University at Albany, SUNY

Mission

The Center for Technology in Government works with government to develop well-informed information strategies that foster innovation and enhance the quality and coordination of public services. We carry out this mission through applied research and partnership projects that address the policy, management, and technology dimensions of information use in the public sector.

FROM THE DIRECTOR

July 1999

Dear Friends,

It is no secret that information technology is transforming our society. Networks, cell phones, computers of all kinds make it possible to reach one another and find information about almost anything whenever we want. The stunning technological advances of the past decade have often overshadowed other aspects of the information revolution. While we marvel at technology, we still struggle with issues of information collection, organization, preservation, and use. In response, the Center for Technology in Government has spent the past year emphasizing the “I” in IT. Our *Using Information in Government Program* is a



response to the needs expressed by scores of government agencies for research, alternatives, guides, and solutions to the challenges of information use in the digital age.

Thanks to partnership projects with New York State and local agencies and ground-breaking work sponsored by the federal government, we are learning important lessons about two rapidly accelerating trends: sharing information across organizational boundaries and maintaining its availability and usefulness over time. Together, these trends present important issues of data stewardship, quality, access, and confidentiality. They highlight the enormous value of government’s information holdings for service delivery, program evaluation, decision making, and the public record.

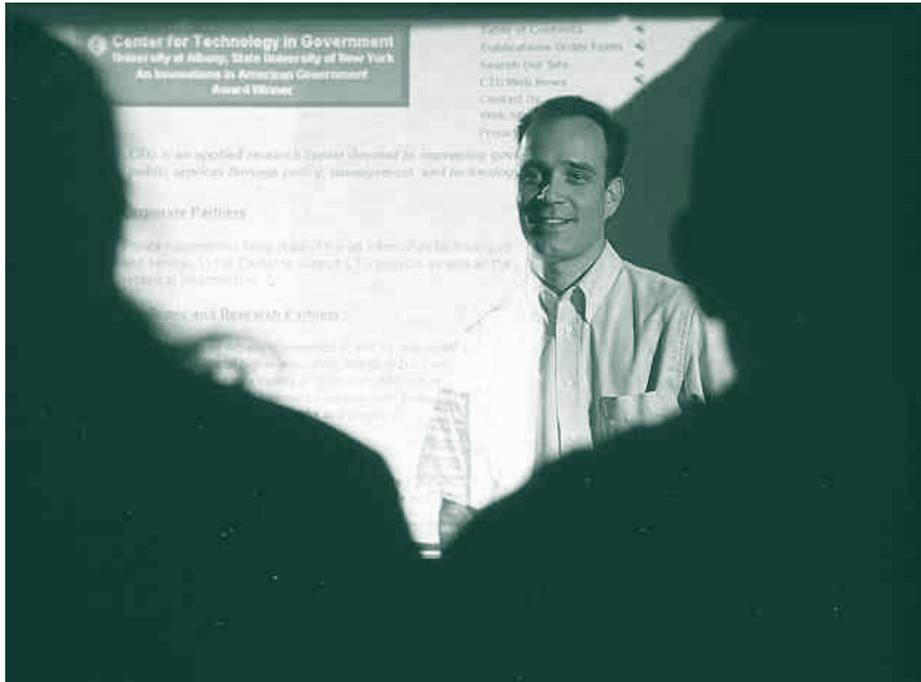
As in past years, partnerships with government agencies, academic experts, and corporate leaders add great value and versatility to the Center’s program. By combining all three kinds of expertise, our projects are able to investigate the policy, management, and technology dimensions of information use in the public sector – a balance of attention that is increasingly important as the human, social, and economic effects of the information revolution unfold.

As we look back at the year just finished, all of us at CTG also look forward to the challenging issues, excellent partners, and exciting new ideas that lie ahead.

Sincerely,

Sharon S. Dawes

USING INFORMATION IN GOVERNMENT



Using Information in Government — Such a simple phrase to encompass the richness and complexity of the work we do at the Center for Technology in Government.

Using Information in Government — The Center's many and varied projects involve helping government agencies make better use of information so they can craft programs and make decisions that benefit all citizens.

Using Information in Government — By working with public, private, and academic partners, the Center helps improve the business of government.

MAXIMIZING THE VALUE OF INFORMATION

Using information in government not only describes what we do, it is also the theme of our recent projects. The Using Information in Government Program (UIG), which began in November 1997, is a two-to-three year investigation into how government agencies in New York can make the best use of information to carry out their missions. Through a series of agency-sponsored projects, the UIG program is working toward six goals:

- ◆ policies to guide public officials in their use of information;
- ◆ data standards, inventories, and quality assurance tools;
- ◆ cost-benefit models and other measures of information value;
- ◆ an inventory of information use skills necessary for government professionals;
- ◆ cost-effectiveness evaluation of various technical tools and techniques; and
- ◆ collaborative and collective resources for data users.

The first round of UIG involved the following projects and concluded in Spring 1999.

MUNICIPAL AFFAIRS

Using information in government to provide more consistent and responsive advice and assistance to municipal governments was the goal of the Office of the New York State Comptroller, Division of Municipal Affairs' project in the first round of UIG. Using such tools as stakeholder analysis, best practices research, and business case development, the Division devised a plan to create an electronic information repository that will keep track of thousands of documents and customer contacts. The system will solve some of the business problems that occur when information is collected and shared by more than 200 employees in eight regions who serve more than 10,000 municipalities across the state.

Partners:

Office of the New York State Comptroller
NYS Archives and Records Administration

OUTPATIENT PSYCHIATRIC SERVICES

Using information in government to streamline decision making processes was the concept behind the Central New York Psychiatric Center's UIG project. Through a series of intensive workshops, the Central New York team defined their business problem, constructed a project framework, and created a business case for the development of an Intranet site for the management and distribution of outpatient quarterly statistics to 19 clinical sites. Access to this information will improve the processes used to allocate resources and make clinical decisions about the 200 inpatients and 6,500 outpatients in the psychiatric center's care.

Partner:

Central New York Psychiatric Center

EVALUATING SERVICES FOR HOMELESS PEOPLE



Using information in government is the program under which CTG began guiding the NYS Office of Temporary and Disability Assistance, Bureau of Housing Services in the development of the New York State Homeless Information Management System. During the first round of the UIG program, the Bureau worked with University at Albany faculty and CTG staff to conduct a full analysis of the business problem and created a plan for a Web-based system that will compile information to assess the effectiveness of services to homeless families and single adults in New York State.

The Bureau is now working with CTG and corporate partners to develop a prototype of an information resource designed to incorporate data from existing case management systems to enable government managers and non profit service providers to evaluate programs that serve the more than 30,000 New Yorkers who are homeless.

Partners:

- NYS Office of Temporary and Disability Assistance
- AlbanyNet
- Hewlett Packard
- Homeless Providers Technology Committee
- Homes for the Homeless
- Housing and Employment Opportunities for the Less Privileged (H.E.L.P.)
- New York City Office of Domestic Violence and Emergency Intervention Services
- NYS Archives and Records Administration
- Oracle Corporation
- Suffolk County Department of Social Services
- University at Albany, School of Business
- Westchester County Department of Social Services

PUTTING INFORMATION TO WORK

Using information in government themes are under investigation in the second round of the UIG program. Projects with the New York City Department of Information Technology and Telecommunications (DoITT), NYS Department of Transportation (DOT), NYS Office of Real Property Services (ORPS), and Office of the New York State Comptroller (OSC) began in late spring.

DoITT is developing a process to manage information about New York City's technology systems. Working with operating agencies and the City's Technology Steering Committee, CTG is helping define and test a new information management model that will support sound investment decisions linked to the City's IT Strategic Plan.

DOT is creating a standard process for evaluating and approving information technology investments. CTG is working with the agency to define the needs and goals, as well as evaluate the Department's efforts to link business, management, budget, and IT investment decisions.

ORPS is creating a new program that will help local property tax assessors annually update assessments for the State's five million parcels of real property. CTG is supporting this effort by analyzing local government needs and working with ORPS to identify the resources, policies, and operational changes necessary to implement a new valuation system.

OSC is planning to redesign the State's 17-year-old central accounting system, which is the backbone of financial and budgetary operations in New York. CTG will conduct the stakeholder analysis phase by meeting with system users in scores of state and local government agencies to assure that their needs and capabilities are reflected in the redesigned accounting system.

Partners:

New York City Department of Information Technology and Telecommunications
NYS Department of Transportation
NYS Office of Real Property Services
Office of the New York State Comptroller



KIDS WELL-BEING INDICATORS CLEARINGHOUSE

Using information in government to encourage improvement in the health and happiness of New York's children is the goal of the Kids Well-being Indicators Clearinghouse project. Funded in part by the US Department of Health and Human Services, this project involves creating a Web-based clearinghouse of childhood statistical information. By presenting this data in an easy-to-access format, New York State health, education, and social service agencies will have more timely and accurate data with which to assess and design programs aimed at improving the well-being of the State's children.

CTG is working with the NYS Council on Children and Families and a variety of public and non profit organizations to create the clearinghouse. The online resource will provide timely and accurate data for decisions about vital children's programs.



Partners:

- NYS Council on Children and Families
- US Department of Health and Human Services
- Cornell University, College of Human Ecology
- Commission on Quality of Care for the Mentally Disabled
- NYS Archives and Records Administration
- NYS Department of Health
- NYS Department of Labor
- NYS Division of Criminal Justice Services
- NYS Division of Probation and Correctional Alternatives
- NYS Education Department
- NYS Office for the Aging
- NYS Office of Advocate for Persons with Disabilities
- NYS Office of Alcoholism and Substance Abuse
- NYS Office of Children and Family Services
- NYS Office of Mental Health
- NYS Office of Mental Retardation and Developmental Disabilities
- NYS Office of Temporary and Disability Assistance

PROMOTING SECONDARY USES OF ELECTRONIC RECORDS

Using information in government involves much more than just one record for one purpose. Public sector agencies often use the same data to complete multiple tasks. The goal of a project called Gateways to the Past, Present, and Future, funded by the National Historical Publications and Records Commission, is to develop a set of practical guidelines to encourage secondary uses of electronic records.

CTG and the State Archives and Records Administration are using best practices research and project-based investigations to address record keeping requirements for the secondary use and historical archiving of all types of electronic records. The project is designed to produce robust records management processes and models that enable government agencies to make their data available for a wide variety of needs, now and in the future.

The Gateways research program is drawing practical experience from two projects, the NYS Homeless Information Management System and the Kids Well-being Indicators Clearinghouse, and is well advised by a group of 19 public, private, and academic experts in information and electronic records management from around the country.

Partners:

National Historical Publications and Records Commission
NYS Archives and Records Administration



EXPANDING HORIZONS



INTEGRATING CRIMINAL JUSTICE INFORMATION

Using information in government is a way to improve public safety in America. In an effort to achieve this goal, the US Department of Justice, Office of Justice Programs is helping state and local governments develop information sharing processes and integrated information systems for the data used by the police, prosecution, defense, courts, and corrections.

CTG designed and conducted a workshop with more than 50 criminal justice officials and political leaders from across the country to solicit advice and recommendations on how to construct a guide to building a business case for criminal justice integration. The guide will advise criminal justice officials nationwide on how to develop business cases that will convince decision makers to invest in criminal justice integration efforts.

Partner: US Department of Justice

TECHNOLOGY PARTNERSHIP FOR THE NEW MILLENNIUM

Using information in government in the next millennium will depend on a new national technology infrastructure, a goal of the National Science Foundation's Partnerships for Advanced Computational Infrastructure Program. CTG is a partner in this effort to integrate computational science, visualization, and information resources into an infrastructure that will enable the United States to stay on the leading edge of technology.

CTG joins more than 50 educational and research organizations in helping maintain world leadership in computational science and engineering. In our role as the leader of the Government Education, Outreach, and Training Team, CTG is helping identify, develop, and disseminate innovative technology applications that solve practical information-intensive problems encountered by all levels of government.

Partners:

National Science Foundation

National Center for Supercomputing Applications, University of Illinois at Urbana-Champaign

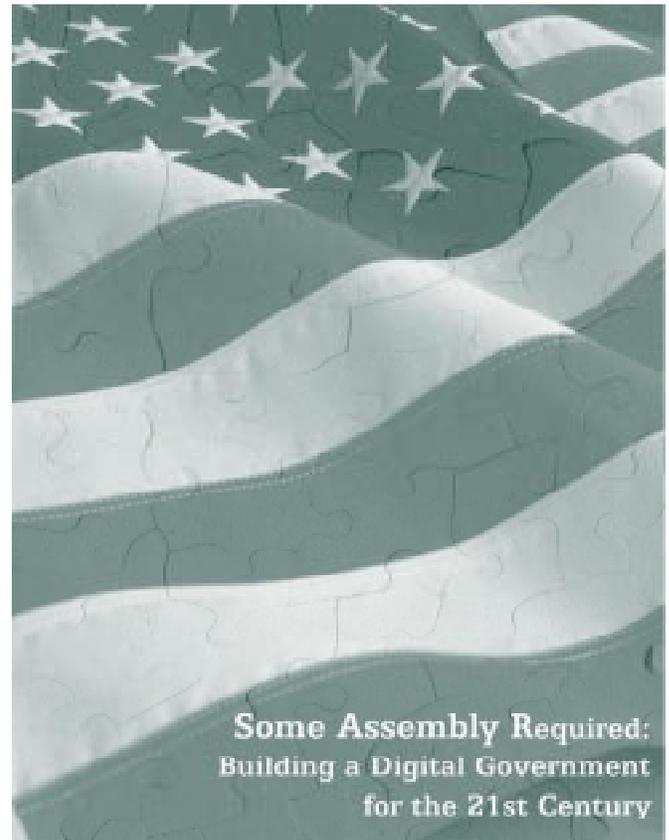
San Diego Supercomputing Center, University of California at San Diego

DESIGNING THE DIGITAL GOVERNMENT OF THE 21ST CENTURY

Using information in government will be completely transformed in the next millennium if the recommendations of the National Science Foundation's Digital Government Program are put into action. As a grantee of this program, CTG conducted a multidisciplinary workshop aimed at linking the government and academic communities in a joint effort to create the technology-enhanced government of the next century.

The results of that workshop were compiled and released nationwide in the report, "Some Assembly Required: Building a Digital Government for the 21st Century." The report's recommendations include: investigating issues of governance and democratic processes in the digital age, developing methods that address service integration and environmental complexity, and linking research and practice to unite academic and government innovations projects. These suggestions are now being used by the National Science Foundation as it funds projects in its Digital Government research program.

Partner: National Science Foundation



NEW MODELS OF COLLABORATION

Using information in government crosses all kinds of boundaries, including the border between the United States and Canada. CTG teamed up with Le Centre Francophone d'Informatisation des Organisations (CEFRIO) in Quebec, Canada, to exchange information and ideas about research projects that further effective use of information by government agencies in both countries.

Researchers from CTG and CEFRIO, a non profit research center supported by the Quebec Provincial government, corporations, and academic institutions, held a first joint meeting this spring. We are currently designing a project, "New Models of Collaboration for the Delivery of Services to Citizens and Businesses," which will involve researchers from both organizations, as well as other institutions from around the world.

Partner: Le Centre Francophone d'Informatisation des Organisations

BUILDING PARTNERSHIPS

Using information in government to devise creative solutions to public sector problems is a complex process made possible by our collaborations with corporate, academic, and government partners. In the past year, CTG has forged new cooperative relationships, increasing our roster of collaborators to close to 200 organizations. Partners provided CTG with \$266,333 worth of in-kind contributions in 1998-99. Actual funding for the year, which includes allocations from the New York State budget and research grants, totaled \$1,482,015. Our total resources equaled \$1,748,348 for the year.



CORPORATE

Using information in government becomes much easier thanks to the expertise and guidance of our corporate partners. A variety of corporations provide CTG with state-of-the-art equipment, software, and consulting services that directly lead to the development of technology resources. In the past year, we received these in-kind contributions: AlbanyNet, \$988 for the Homeless Information Management System project; Compaq, \$5,000 for the Using Information in Government Program; Hewlett Packard, \$21,139 for CTG infrastructure; IBM, \$2,868 for consulting; Microsoft, \$4,927 for the Homeless Information Management System project; Oracle, \$3,000 for consulting; Randy Glasbergen, \$1,400 for presentation illustrations; and Sun Microsystems, \$10,905 for Web infrastructure.

GOVERNMENT

Using information in government is the primary objective of our public sector partners. To date, CTG has worked with more than 100 government agencies to solve their information use problems. In the past year, we worked closely with New York State and local agencies on the Using Information in Government Program, Homeless Information Management System, Kids Well-being Indicators Clearinghouse, and Gateways to the Past, Present, and Future projects. Federal agencies partnered with CTG for Designing the Digital Government of the 21st Century, Partnerships for Advanced Computational Infrastructure, Business Case for the Integration of Criminal Justice Integration, and New Models of Collaboration for the Delivery of Services to Citizens and Businesses.

ACADEMIC

Using information in government projects at CTG are advanced through the insightful work of our academic colleagues. Professors from the University at Albany and other institutions have been an integral part of CTG since our inception, and they continue to play important roles in the advancement of our projects. This year, university partners were instrumental in our Homeless Information Management System and Using Information in Government Program projects, and in the Information, Technology, and Government education program.



SHARING KNOWLEDGE

EDUCATION PROGRAM

Using information in government is a concept investigated in our projects and taught in our Education Program. CTG conducted six professional development workshops for close to 150 people this year. Based on project research, our education programs provide public and private sector representatives with tools to aid in decision making, management, and use of information resources.

“Making Smart IT Choices” teaches project managers the tools they need to take control of the high stakes decisions about how to match technology resources to program goals.

“Models for Action: Practical Approaches to Electronic Records Management and Preservation” imparts practical tools that support the identification and implementation of records management requirements during the business analysis and system design processes.

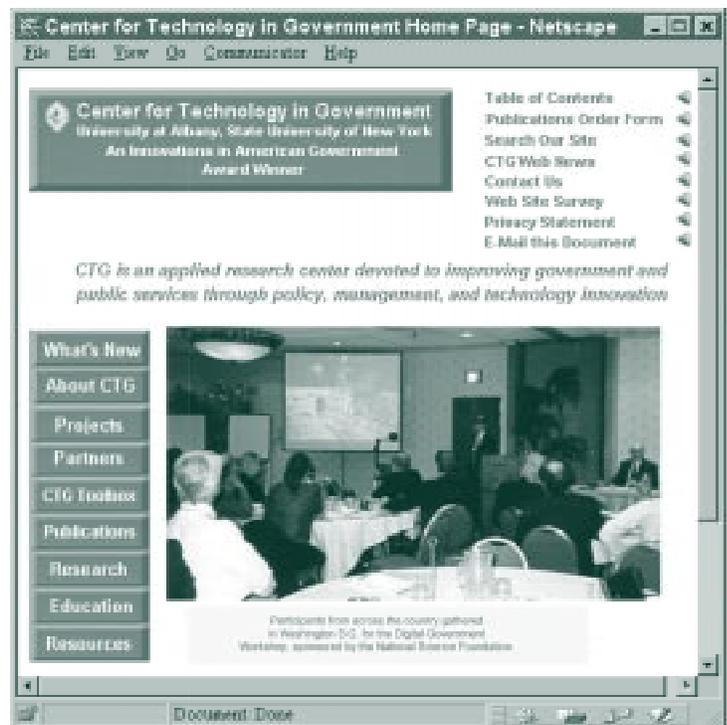
“Information, Technology, and Government” allows corporate representatives to become immersed in the culture of the public sector, so they better understand the concerns and needs of their government clients.

WEB SITE

Using information in government projects are conducted by CTG and the results shared with the global community through our Web site, which had more than 77,000 visitors in the past year. People visit our site for in-depth information about CTG projects, publications, and partners. Many visitors choose to download CTG publications, more than 88,000 copies last year, through the site. We averaged 200 users per day, proving that the site is an effective tool for communicating the CTG message.

In an effort to better serve our customers, we launched a fully redesigned Web site last fall. The new design has a much more appealing, crisper look and allows for easier navigation. Visitors who complete our Web site survey consistently give CTG high marks on the site’s appearance, content, writing style, and ease of use.

CTG Web News, our electronic distribution list, provides more than 1,200 people with periodic updates about our Web site. People who receive CTG Web News learn first-hand about new CTG research projects, publications, and Web features.



CENTER FOR TECHNOLOGY IN GOVERNMENT

Director

Sharon Dawes

Professional Staff

Donna Berlin, Internet Coordinator
Peter Bloniarz, Research and Laboratory Director
Donna Canestraro, Project Support Manager
Winsome Foderingham, Education Coordinator
Sally Goodall, Operations and Public Information Director
Darryl Green, Project Support Manager
Marcy Hornberger, Clerk
Linda Keane, Secretary
Kristine Kelly, Project Research Manager
Meghan Kiernan, Project Management Specialist
Shrilata Nath, Manager, CTG Outreach Activity in PACI Program
Theresa Pardo, Project Director
Stephanie Simon, Information Coordinator
Richard Sloma, Archives & Records Specialist
Fiona Thompson, Research Associate
Derek Werthmuller, Systems Administrator

Faculty Fellows

David Andersen, Public Administration & Policy and Information Science
Anthony Cresswell, Educational Administration & Policy and Information Science

Graduate Assistants

David Connelly, Public Administration & Policy
Ophelia Eglene, Political Science
Pamela Neely, Information Science
Sriram Sampathraman, Computer Science
Carrie Schneider, Political Science
Jochen Scholl, Information Science
Nobuyuki Shimizu, Computer Science
Jihong Zeng, Information Science
Jing Zhang, Educational Administration & Policy

CENTER FOR TECHNOLOGY IN GOVERNMENT

UNIVERSITY AT ALBANY, SUNY

1535 WESTERN AVENUE

ALBANY, NY 12203

PHONE: (518) 442-3892

FAX: (518) 442-3886

E-MAIL: INFO@CTG.ALBANY.EDU

WWW.CTG.ALBANY.EDU