

## Related Publications (82)

### Practical Guides (12)



#### Opening Gateways: A Practical Guide for Designing Information Access Programs

Wed, 18 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.

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#### Using XML for Web Site Management: Getting Started Guide

Tue, 26 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.

As government Web sites grow in size and complexity, it is important for agencies to develop sounder approaches to Web site management and publication processes. Poor public image, prohibitive maintenance costs, lack of consistency, and limited capacity to provide multiple formats are just some of the problems that many government Web sites are already facing or will face in the near future. The future of e-government will depend in part on the ability of governments to manage their Web sites in a more effective and efficient way to deliver value to citizens.

The Getting Started with XML guide is based on CTG's own experience converting its Web site to XML, along with the experiences of five New York State agencies who participated in CTG's XML Testbed. The research gathered from the Testbed contributed to a greater awareness of how XML can be used for Web site management in government settings.

### Why Assess Information Sharing Capability?

Thu, 01 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.

Government faces many challenges that can be addressed more successfully when information is shared across organizational boundaries. These challenges differ widely in scope and complexity. One may involve linking the different databases and case management processes in a single human services agency where organizational units operate under one executive leader, working toward a common goal. Another challenge may involve enterprise-level initiatives, such as a statewide crime communications network, consisting of many different agencies at several levels of government engaged in diverse but overlapping business processes using similar, if not identical, information. Some challenges, such as emergency response, are so extensive that they require information sharing and work processes that cross the boundaries of the public, private, and nonprofit sectors.

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. Such an assessment identifies the strengths and weaknesses of all participants, points out risks and risk mitigation strategies, and therefore leads to better planning and execution of cross-boundary programs and services.

### Sharing Justice Information: A Capability Assessment Toolkit

Tue, 01 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.

The justice enterprise faces many performance challenges that can be addressed more successfully through better information-sharing initiatives. These challenges differ widely in their scope and complexity. Regardless of their size, all these initiatives are made less difficult when participating organizations have high levels of information-sharing capability. Therefore, decisions to invest in information sharing initiatives 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 justice professionals to use when considering or planning for a justice information-sharing initiative. It provides a process for assessing where capability for information sharing exists and where it must be developed in order to achieve public safety goals. Assessment results provide a basis for action planning to fill capability gaps both within and across organizations.

This is a self-assessment tool, based on the idea that the persons involved in an information-sharing initiative are best equipped, by their knowledge and experience, to make judgments and supply evidence about these capabilities. The toolkit was designed to facilitate discussion within individual organizations as well as across organizations involved in an information-sharing initiative.

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

Mon, 01 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.

State and local governments are creating vast amounts of information solely in digital form, including land data, school records, official publications and court records. Much of this material is of permanent value, yet is at risk because of fragile media, technological obsolescence, or other hazards. State libraries and state archives typically have broad responsibility for preserving and providing public access to state and local government information of enduring value, but many other agencies also play critical roles in managing and preserving digital information.

States vary greatly in the work already undertaken on behalf of digital preservation, as well as in the resources available for the task. The degree and focus of leadership for digital preservation varies from state to state, as do the specific priorities for immediate preservation attention. This variation comes in part because there is currently no consensus view about how states (or other organizations) should go about doing digital preservation. The challenge is both so new and so large that everyone is still trying to determine the best methods.

This toolkit is designed for library, archives, records management, and information technology professionals to use when considering or planning for a digital preservation initiative. It provides a process for assessing where capability for digital preservation exists and where it must be developed in order to achieve the goal of preserving significant and at risk government information.

The toolkit is presented in four chapters as well as a comprehensive set of worksheets and related materials. Chapters 1-4 and Appendices 1-8 are available for download in PDF. **Note:** In order to help users of the toolkit compile multiple capability assessment ratings electronically, Appendix 8. Dimension Worksheets is provided also as a separate Microsoft Word document.

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

Wed, 01 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.

Why evaluate information technology (IT) choices? Because IT innovation is risky business in every organization. The public policy choices and public management processes that are part of government make it an especially difficult environment for IT managers. These layers of complexity present a daunting challenge to public managers who are responsible for choosing, funding, and building IT innovations.

Government managers need to evaluate IT choices because they are among the most complex and expensive decisions they are expected to make.

There are three ways to mitigate the risks inherent in these complex decisions: thoroughly understand the problem to be solved and its context, identify and test possible solutions to the problem, evaluate the results of those tests against your service and performance goals. This handbook is designed to help any government manager follow a well-tested methodology for evaluating IT innovations before deciding (with greater confidence) to make a significant investment.

## Conducting Best and Current Practices Research: A Starter Kit

Sun, 01 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.

Any issues facing your agency, no matter how unique they may seem, are likely to have occurred and been solved elsewhere. Best and current practices research is designed to help organizations learn from the experiences of others. You can discover what works and what doesn't, as well as how to replicate successes and avoid mistakes.

This starter kit contains step-by-step instructions on how to conduct best and current practices research. The

publication also provides a number of resources that can help you research your particular problem.

### A Cost Performance Model for Assessing WWW Service Investments

Mon, 01 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.

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.

Through a structured process, the reader is guided toward a better understanding of the cost and performance factors involved in creating a Web service, and in maintaining an effective presence on the World Wide Web. The guide addresses many of the factors relevant to conducting an effective effort, including defining service goals, evaluating infrastructure needs, and estimating the human resources required to sustain the effort. By applying the tools to a planned project, the reader should have a new and valuable perspective on the process of developing a useful Web service.

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

Mon, 01 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.

The Internet can help government agencies communicate with the public, with businesses, and with one another. The anytime, anywhere character of the Internet allows government information and services to be more available to more people with greater convenience and lower cost to customers. These guidelines were created to help government organizations in New York State achieve these benefits at reasonable cost and effort.

These guidelines focus on one major aspect of the Internet: the World Wide Web (WWW or Web) which has emerged as an interconnected network of information sources located all around the world. These guidelines present principles to help government agencies in NYS decide how best to design, manage, and market Web services. There are many excellent electronic and print resources that deal with the technologies of the Web. We did not set out to create another one. Instead, we emphasize important topics that are often neglected: setting service objectives and policies, organizing and managing staff and other resources, assessing costs and effectiveness.

### A WWW Starter Kit

Mon, 01 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.

Being on the Internet can mean many different things. For most government organizations, it means creating a World Wide Web site, but it might also entail e-mail, gopher servers, news groups and a host of other ways to communicate, share information, and deliver services electronically. This World Wide Web Starter Kit is based on CTG's experiences with a project we call the Internet Services Testbed. By working with seven state and local agencies to develop Web sites for their particular programs and customers, CTG has learned a lot about how to approach this fascinating, powerful, and ever-changing technology. This starter kit won't put you in the WWW business overnight. In fact, it lacks many of the technical tools that you will need to accomplish that goal. Instead, it helps you begin the process without having to reinvent the wheel.

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March 2003

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## Online Resources (4)



## Open Government Portfolio Public Value Assessment Tool

Fri, 15 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

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## The XML Toolkit

Mon, 17 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.

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## Opening Gateways: The Guide and Online Workbench

Sat, 01 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.

The growing demand for information to be available in electronic form and for direct access to this information is changing the design and management of electronic information access programs. Programs are:

- Increasingly focused on electronic rather than paper as the format desired by users.
- Shifting from staff-supported access models to direct-user access models, now made possible over the Web.

Making a successful transition to increasingly user- and usage-focused programs requires careful assessment of any desired program in terms of:

- the users
- the uses
- the content
- the operation
- the cost of a desired program.

This shift often requires program managers; the content experts, to join traditional information access professionals in a new way of working.

The Opening Gateways Guide and Workbench support this new way of working; they guide program managers and information access professionals in the creation of electronic information access programs that are effective, manageable, and affordable. They provide a framework for a design team to account for the specifics of the environment within which a program will exist.

Taking the environment into account in the design of electronic information access programs is a human process. The Gateways Guide and Workbench are not intended to replace that process, but to support it through a cycle of individual effort, group discussion, and integration of the best ideas from the group. This process depends on project managers who are skilled at cultivating individual commitment and group process and participants who have a stake in the outcome. The Workbench supports this process by organizing and sharing the information needed to reach a sound design. Together, the Guide and the Workbench provide a process and an analytical framework to ensure that a design team is able to focus on the complexity of information access program design.

The Opening Gateways Guide is a paper and a web based document that presents a strategy for designing

electronic information access programs. The Guide presents a set of analytical tools to help groups of people as they collaborate on the design of electronic records access programs.

The Gateways Online Workbench is provided as a companion piece to the Guide. It is an interactive version of the Guide enhanced with features that support groups of people as they collaborate on the development of electronic information access programs. The Workbench design supports this group process by allowing multiple users to capture individual ideas and to contribute to group efforts through the Workbench's collaboration features.

### Insider's Guide to Using Information in Government

Wed, 01 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.

Every day, the people inside government use information to develop policies, make decisions, evaluate programs, and deliver services. The Insider's Guide to Using Information in Government draws from real agency experiences to provide a practical resource for government professionals. It covers six related topics (strategy, policy, data, costs, skills, and technology) and illustrates them with stories of state and local agency projects ranging in focus from internal knowledge sharing to statewide program evaluation.

[Link to Insider's Guide](#)

### Reports and Working Papers (58)



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

Fri, 13 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.

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

01 December 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.

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

Wed, 26 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.

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## Enterprise IT Governance in State Government: State Profiles

Mon, 10 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.

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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

Thu, 10 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.

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

Thu, 13 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.

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The individual district profiles can be selected below:

- Albany County Department for Children, Youth and Families Programs & Services Children and Family Services
- Broome County Department of Social Services
- Chemung County Department of Social Services
- Clinton County Department of Social Services
- Columbia County Department of Social Services

- Fulton County Department of Social Services
- Jefferson County Department of Social Services
- Nassau County Department of Social Services
- Niagara County Department of Social Services
- Onondaga County Department of Social Services
- Orleans County Department of Social Services
- Putnam County Department of Social Services & Mental Health
- Rockland County Department of Social Services
- Schenectady County Department of Social Services, Children and Family Services
- Seneca County Children and Family Services
- St. Lawrence County Department of Social Services, Protective Services
- Suffolk County Department of Social Services, Child Protective Services Bureau
- Ulster County Department of Social Services, Children and Family Services
- Washington County Department of Social Services, Child Protective Services Unit
- Wayne County Department of Social Services

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

Mon, 07 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.

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## Assessing Mobile Technologies in Child Protective Services

Tue, 02 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.

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Commissioner of OCFS to assist in decision making and planning for possible further deployment of these technologies.

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

Thu, 10 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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The project report outlines the source of many of the environmental and organizational challenges facing NYS DOCS in the transition to an EHR. The benefits of an EHR both generally and in a correctional context are introduced together with barriers to implementation at NYS DOCS found in the environmental analysis. In addition, a set of recommendations was designed to assist NYS DOCS in their efforts to fully realize the benefits of an EHR as well as a brief discussion of related cost estimation issues. Since the release of the report, NYS DOCS has taken positive developments towards their goal, an update of which is now included in the report.

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The project report outlines the source of many of the environmental and organizational challenges facing NYS DOCS in the transition to an EHR. The benefits of an EHR both generally and in a correctional context are introduced together with barriers to implementation at NYS DOCS found in the environmental analysis. In addition, a set of recommendations was designed to assist NYS DOCS in their efforts to fully realize the benefits of an EHR as well as a brief discussion of related cost estimation issues. Since the release of the report, NYS DOCS has taken positive developments towards their goal, an update of which is now included in the report.

### Using XML for Web Site Management: Lessons Learned Report

Fri, 18 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).

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## Exploring Regional Telecommunications Incident Response Coordination

Thu, 30 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.

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In 2006 the New York State Department of Public Service (DPS), as a key actor in the national and regional telecommunications community, began to engage in discussions with other key actors about regional coordination of telecommunications incident response. Encouraged by interest from stakeholders, DPS partnered with the Center for Technology in Government (CTG) to organize a preliminary discussion among members of the regional telecommunications community.

CTG brought together representatives of telecommunications providers, state emergency management agencies, federal communications agencies, state regulatory authorities, state departments of homeland security, state cybersecurity and the financial sector on March 28, 2007 for a one-day workshop. The workshop participants engaged in discussions about the value proposition of coordinated response capability, explored varying perspectives on the current state of affairs, brainstormed strategies for increasing regional response capability, and concluded the session by producing a set of five recommendations for next steps in exploring regional coordination efforts.

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

Fri, 24 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.

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## An ala carte approach to the Toolkit

This toolkit was written for two primary audiences – the first is project managers engaged in information technology-based innovations in the public and not-for-profit sectors and the second is funding agencies. While the full toolkit has value to both audiences, specific sections may be more suited to certain readers as a starting place.

### Program or Project Managers

... managing multi-organizational, geographically separated teams, might start at:

- Chapter 5, Critical Success Factors, which focuses on the strategies the eight project teams found key to their success.
- Chapter 3 subsection, titled "Working in multi-organizational, geographically dispersed teams," which provides a sense of the obstacles project teams face in this context.

... selecting technology to support a multi-organizational, geographically separate team, might start at:

- Chapter 4 subsection, titled "Choosing the right technology for your teamwork — virtual or otherwise," which provides guidance to project managers on the kinds of questions a project manager should have the answers to before selecting technology to support communication and collaboration among team members.
- Appendix B, which identifies the technologies used in the eight projects and summarizes the related experiences of each team in selecting and using technology.

... selecting technology for sharing knowledge among geographically dispersed audiences, might start at:

- Chapter 4 subsection, titled "Choosing the right tools to share knowledge," which provides information on the issues in the environment project managers should pay attention to when selecting delivery tools.
- Chapter 5, specifically subsections "Align purpose with identified needs and capabilities of your stakeholders" and "Understand and be comfortable with the technology," which offers guidance on how to ensure stakeholders' needs and capabilities are taken into account when choosing technologies.
- Appendix B includes a set of tables organized around the characteristics of the various projects and of the technologies employed in each project.

... writing a grant proposal for technology-based knowledge sharing innovations, might start at:

- Chapter 6, which provides guidance on the grant proposal process collected from the eight grantees.

### Funders

... awarding small grants aimed at technological innovation in the non-for-profit sector, might start at:

- Chapter 2, Assessing Impact, which highlights the value delivered to the natural resources community by the eight projects.
- Chapter 3, Environmental Complexity, which presents observations about the obstacles not-for-profit agencies face when engaging in innovation, technology or otherwise, and provides guidance to assist project teams in overcoming these challenges.
- Chapter 6 provides additional advice to funders on creating a set of conditions to increase the likelihood that funds provided to project teams will generate the expected outcome.

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

Fri, 1 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.

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achieving efficiencies today.

## New York State Information Technology Workforce Skills Assessment Statewide Survey Results

Tue, 12 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.

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The goal of this assessment is to gather information to help New York State better meet the training and development needs of its IT professionals, and to identify future needs for IT skills. As a result, the State CIO Council Human Resources Committee and its subgroups generated recommendations for next steps and action plans to enhance professional development and skill proficiency for the entire IT workforce.

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

Wed, 25 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.

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In addition to this white paper, CTG developed five case study reports:

1. The Austrian Federal Budgeting and Bookkeeping System – Federal Government of Austria's Enterprise Resource Planning (ERP) implementation to standardize the federal government's budgeting and bookkeeping processes.
2. The Commonwealth of Pennsylvania's Integrated Enterprise System – Commonwealth of Pennsylvania's ERP implementation to put in place the technical infrastructure and enterprise standards for core administrative functions.
3. The Government of Israel's Merkava Project – Government of Israel's ERP implementation to restructure the financial, logistics, and human resource components of governmentwide administration.
4. Service New Brunswick – A multi-channel "single window" citizen access to government services in New Brunswick, Canada.
5. The Washington State Digital Archives – The State of Washington's investment in digital archiving for government records to provide collection, preservation, and access to records of enduring legal and historical significance.

## Service New Brunswick (Case Study)

Tue, 12 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.

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### The Austrian Federal Budgeting and Bookkeeping System (Case Study)

Tue, 12 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.

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

Tue, 12 Sep 2006

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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.

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### 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.

Partnerships have emerged as the most viable strategy for securing the resources necessary for preserving state government digital information. Whether these partnerships span units within a single agency or multiple state and local governments and in some cases the federal government, their development requires knowledge of capabilities and priorities to be shared among potential partners. This report provides the baseline knowledge necessary to launch these critical partnership development efforts. Baseline data on state government digital information preservation capabilities and activities was collected in five key areas:

1. Institutional Roles and Responsibilities
2. State Government Digital Information Preservation Activities
3. Training Needs for Digital Preservation
4. State Government Digital Information Currently At-Risk
5. Engagement with Enterprise Architecture

Six observations about the challenges facing state government digital preservation initiatives emerged from the baseline data:

1. Capability for preserving state government digital information is low.
2. There is no consistent approach to addressing "at-risk" information.
3. Authority for setting standards and responsibility for providing digital preservation services is dispersed.
4. Executive, legislative, and judicial agencies operate parallel digital preservation efforts.
5. Digital preservation and Enterprise Architecture initiatives are not well-connected.
6. Efforts to develop strategic digital preservation programs are hampered by problem focused practices and funding and staffing models.

A complementary resource to this baseline reports enables you to review the individual profiles from the responding units within the states/territories. >> State Government Digital Preservation Profiles.

## State Government Digital Preservation Profiles

July 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.

State libraries and archives have traditionally managed, preserved, and provided access to significant government information in paper and other traditional formats. More and more, however, this information is created in digital form. Much of it has short-term value, but a considerable fraction must remain available for many years, in some cases, permanently. Unfortunately, states are finding their current preservation capabilities do not extend from paper to digital formats. All signs point to continued growth in the volume and complexity of this information yet library, archives and records management professionals are hampered in their efforts to respond to this growth by a host of resource gaps. These gaps include a lack of comprehensive program strategies, personnel and funding as well as a lack of technology infrastructure and appropriate and sufficient skills.

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

Fri, 01 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.

The New York State-Local Internet Gateway Prototype was built to test the idea of a single point of contact for government-to-government (G2G) work among multiple state and local governments in range of policy areas. The Prototype channeled multiple G2G business functions through a secure, single sign-on, role-based system



accessible through the Internet. The goal of the Prototype was to assess management, policy, technology, and cost implications likely to be associated with the development of a full-scale G2G system and to understand what would be necessary for state, county, and municipal governments to realize greater efficiency, high quality authentic data, and more consistent and coordinated services.

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

Sun, 01 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.

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The panel focused on ways in which the World Trade Center experience has, should, or might influence all organizations in what we now call "normal times."

The following is an overview and an abridged transcript of the panel discussion.

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

Thu, 01 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.

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### Exemplary Practices in Electronic Records and Information Access Programs

Thu, 01 Jul 2004

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

This current practices research report identifies and describes exemplary practices in providing electronic access to information. It includes an examination of the professional academic literature, a review of Web-based resources, and a study of best practices in selected organizations.

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

Thu, 01 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.

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. The purpose of this research was to determine if single sign-on intergovernmental portals, that channel business functions across programmatic areas and levels of government, exist in New York State or in other states. And, if they do exist, what are the policy, management, technological, financial, and other factors that influenced their development. Further, this research was to help inform the development of an intergovernmental prototype project at CTG.

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

Tue, 01 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.

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

Sat, 01 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.

The New York State-Local Internet Gateway 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. The Prototype development was conducted in three stages. The first focused on the refinement of the idea of a gateway and the selection of applications to be included in the Prototype. The second stage was the development of a Prototype (the Gateway and three business applications), and the final stage consisted of Prototype testing and refinement. During these three stages, the project participants were organized into specialized teams and partnered with corporate software development teams. Together, they then tested the Prototype.

## New York State-Local Internet Gateway Prototype Demonstration

Thu, 01 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

Sun, 01 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.

E-Government, in all of its possibilities and permutations, is changing the way government conducts business and captures evidence of that business. Whether government agencies are delivering services via the Internet or just keeping track of contacts through a Web-based database, a range of electronic records challenges and opportunities emerge. This paper discusses those challenges and opportunities, and provides a flexible framework for making the most of new information systems for managing electronic records.

## Insider's Guide to Using Information in Government Executive Briefing

Mon, 01 Feb 2001

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

Every day, the people inside government use information to develop policies, make decisions, evaluate programs, and deliver services. The Insider's Guide to Using Information in Government draws from real agency experiences to provide a practical resource for government professionals. It covers six related topics (strategy, policy, data, costs, skills, and technology) and illustrates them with stories of state and local agency projects ranging in focus from internal knowledge sharing to statewide program evaluation.

### New York State Central Accounting System Stakeholder Needs Analysis

Fri, 01 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.

The Office of the New York State Comptroller recognized the need to design and develop a next generation Central Accounting System (CAS), but first decided to define its stakeholders and conduct a stakeholder needs analysis before making any decisions. This project was conducted by CTG in partnership with a team from the Comptroller's Office as part of the Using Information in Government (UIG) program. The report summarizes the information gathered from system users in 42 state agencies, and presents a set of recommendations for next steps in developing a plan for the CAS.

### Reassessing New York: A Collaborative Process

Thu, 01 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.

In order to implement the state's new annual reassessment program, the New York State Office of Real Property Services (ORPS) set out to identify the needs of the local assessment community. This project was conducted by CTG in partnership with a team from ORPS as part of the Using Information in Government (UIG) program. This report presents a set of recommendations that were collaboratively developed by ORPS and members of the assessment community.

### Putting Information Together

Tue, 01 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.

The Center for Technology in Government (CTG), through the Using Information in Government (UIG) program, has worked with New York State agency project teams and partners from the public, private, and academic sectors to identify benefits and strategies for integrating and using information for program planning, evaluation, and decision making. The policy, management, and technology issues identified through our work with agency teams were shared with the public in a series of seminars focused on increasing the value of information to government programs. This report summarizes the presentations given at the fourth session of the Using Information in Government Seminar Series, "Putting Information Together: Building Integrated Data Repositories," which was held on February 9, 2000 at the University at Albany/SUNY.

### What Rules Govern the Use of Information?

Fri, 01 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.

The Center for Technology in Government (CTG), through the Using Information in Government (UIG) Program,

has worked for more than a year with New York State agency project teams and partners from the public, private, and academic sectors to identify benefits and strategies for integrating and using information for program planning, evaluation, and decision making. The policy, management, and technology issues identified through our work with the agency teams were shared with the public in a series of seminars focused on increasing the value of existing information to government programs. This report summarizes the presentations given at the third session of the Using Information in Government Seminar Series, **"What Rules Govern the Use of Information?"** which was held on October 5, 1999 at the University at Albany.

### Building Integrated Data Repositories

Mon, 01 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.

The Center for Technology in Government (CTG), through the Using Information in Government (UIG) program, has worked with New York State agency project teams and partners from the public, private, and academic sectors to identify benefits and strategies for integrating and using information for program planning, evaluation, and decision making. The policy, management, and technology issues identified through our work with agency teams were shared with the public in a series of seminars focused on increasing the value of information to government programs. "Information Use Tools and Skill Sets" is a summary of the second UIG Seminar, which was held in May 1999. The seminar highlighted the kind of analytical tools public managers should use to get the most out of their information for planning, evaluation, and decision making. This summary includes the presentations that focused on the new skill sets, information-related competencies, technical tools, and techniques that government program managers can use to ensure that relevant information is identified and used.

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

Spring 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.

Information sharing has become a priority among organizations looking to increase productivity and improve planning. Along with this emerging reliance on information sharing comes more interest in the use of multiple data sources for enterprise level planning and decision making. This paper identifies current research and outlines practical experiences in the use of multiple data sources to support performance measurement, strategic planning, and interorganizational business processes. In addition, a series of cases are examined to illustrate the benefits, issues, methods, and results of data source integration efforts in the same organization and across multiple organizations. The objective of this research is to set the stage for the development of a methodology for integrating multiple data sources.

### Web-based Applications and/or Networked Legacy Systems

Spring 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.

E-commerce, which involves linking legacy systems and their attached databases to new Web-based applications and distributed databases, is emerging as a key way for private and public sector organizations to deliver products and services to their customers and constituents. This research paper examines the technical and business ramifications of linking legacy systems, which traditionally have a low degree of connectivity, to the Web. It concludes that the high demand for e-commerce requires a more organized and structured method for developing Web-based applications.

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

Mon, 01 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.

Information technology has been a vital component of government operations for decades. It plays a crucial role in public sector administration, decision-making, and service delivery in the next millennium. The technology tools we have today, such as digital communications and advanced networking, are already transforming some areas of government. In an effort to expand this trend of moving government toward the promise of transformed public services, the National Science Foundation (NSF) established the Digital Government Program. The program fosters connections between government information service providers and research communities, seeks innovative research to improve agency, interagency, and intergovernmental operations, and advocates enhanced interactions between citizens and government.

As a grantee of the program, CTG held a multidisciplinary workshop in October 1998 to elicit a number of pertinent recommendations for the Digital Government Program. This report is based on that workshop and outlines steps NSF can take to help develop a digital government for the next millennium.

## Dealing with Data

Wed, 01 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.

The Center for Technology in Government (CTG), through the Using Information in Government (UIG) program, has worked with New York State agency project teams and partners from the public, private, and academic sectors to identify benefits and strategies for integrating and using information for program planning, evaluation, and decision making. The policy, management, and technology issues identified through our work with agency teams were shared with the public in a series of seminars focused on increasing the value of information to government programs.

Dealing with Data, the first seminar in the series, was held in February 1999. It covered a variety of data issues. The report summarizes the presentations and panel discussions 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

Sun, 01 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.

It is estimated that as much as 75% of the effort spent on building a data warehouse can be attributed to back-end issues, such as readying the data and transporting it into the data warehouse (Atre, 1998). Data quality tools are used in data warehousing to ready the data and ensure that clean data populates the warehouse, thus enhancing its usability.

This research paper focuses on the data problems that are addressed by data quality tools. Specific questions of the data can elicit information that will determine which features of data quality tools are appropriate in which circumstances. The primary objective of the effort is to develop a tool to support the identification of data quality issues and the selection of tools for addressing those issues. A secondary objective is to provide information on specific tools regarding price, platform, and unique features of the tool.

## New Models of Collaboration: GIS Coordination in New York State

Wed, 01 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.

The NYS Geographic Information System (GIS) Coordination Program was designed and implemented through the collaboration of governments and private entities throughout the State. This case study presents this innovative initiative as a model for data sharing and public-private sector partnerships. The report describes in detail how the GIS Coordination Program was initiated and developed, looking at the role of the different collaborators as well as the problems encountered and solutions tried. An evaluation of the costs and benefits of the project is also included, as well as a reflection on the remaining problems that need to be tackled in the coming years.

### IT Innovation in Government: Toward an Applied Research Agenda, Part One: The practitioner perspective

Tue, 01 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.

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### Delivering on the Web: The NYS Internet Services Testbed

Sun, 01 Dec 1996

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report presents a set of practical tools to help government agencies refine and narrow the objectives of the Web services they are developing.

Government is all about information and service delivery. The World Wide Web, offering virtually unlimited access and almost instant feedback, seems perfectly suited for government work. The Internet Services Testbed Project provided the opportunity for seven government agencies in New York to develop prototype Web sites in anticipation of serving constituents better. Agency staff were also stakeholders in providing a platform for internal information exchange and links to central agency databases.

The project report describes the research and practical tools the project generated. The tools include a stakeholder analysis, the strategic framework, an organizational issues questionnaire, the cost & performance model, technology awareness tool, and evaluation instruments.

## The World Wide Web as a Universal Interface to Government Services

Sun, 01 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.

The World Wide Web has become an increasingly important way for people and organizations to communicate. The Internet Technology Testbed project examined the value of the Web for information seekers and information providers. CTG tested the feasibility of using the Web to deliver government services to citizens and conduct business among government agencies. The project team included government, academic, and corporate partners who together conducted a wide range of reviews and experiments within four service areas: information dissemination, business applications, group collaboration, and education and training. This project report describes the results of the research and includes case studies that show how the Web can be used for a national employment database, a Web-based purchasing system, online group collaboration meetings, and university coursework.

In addition to the full report, you can also download an Overview in pdf.

## A Framework for Evaluating Public Sector Geographic Information Systems

Sun, 01 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).

Substantial opportunity exists to share spatial data, knowledge, and other resources across programs in the public and private sectors. This report is a discussion of the mechanisms for evaluating public sector geographic information systems (GIS). It presents strategies for quantifying potential system benefits, and it shows what opportunities exist for containing costs and maximizing the benefits of GIS implementation. The role of partnerships and information sharing is stressed in the context of maximizing the value of GIS in public organizations.

## Compelling Reasons for GIS Coordination in New York State

Sun, 01 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.

One of the underlying assumptions of the NYS Geographic Information Systems (GIS) Cooperative project is that GIS is a valuable public management tool, whose benefits could be enhanced through increased coordination. This project sought to identify the value of geographic information systems and spatial data in the public sector, as well as to examine mechanisms and opportunities for leveraging the benefits and minimizing costs. This value can be seen across a broad array of program areas. This report demonstrates the value that GIS can add to three programmatic areas of vital importance to New York State: economic development, environmental conservation, and public health and safety.

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

Sun, 01 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.

Geographic Information Systems (GIS) offer unique opportunities to analyze and compare disparate types of information. They are opening up new opportunities to deliver both information and services. The value of GIS and spatial data can be seen most dramatically in applications that promote economic development, public health and safety, and environmental quality.

The New York State GIS Cooperative project, initiated by the NYS Department of Environmental Conservation, demonstrated the depth and variety of existing human, technical, and data resources in the state. This report presents the results of that project. It shows the extent to which spatial data needs overlap among key policy and applications areas. It examines how data sharing strategies can reduce the cost and increase the value of GIS.

## The New York State Spatial Data Clearinghouse Technical Report

Sun, 01 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.

The NYS Department of Environmental Conservation initiated the NYS Spatial Data Clearinghouse project, and the Center for Technology in Government directed the development of the GIS Clearinghouse prototype. As many as 450 state and county government officials as well as ten corporate partners cooperated in the design and implementation of the online clearinghouse of meta data and spatial data sets. The prototype NYS Clearinghouse provides a mechanism for potential users of NYS spatial data to determine whether data sets they need are already available or under development.

This technical report outlines the development of the prototype, the adoption of the Federal Geographic Data Committee's meta data content standard, and the search mechanism used for retrieving data. The report also documents hardware and software choices made for implementation of the World Wide Web site.

## Supporting Psychiatric Assessments in Emergency Rooms

Wed, 01 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.

An inappropriate decision to admit or discharge a psychiatric patient from an emergency room is often the starting point for a series of undesirable results.

The project that the New York State Office of Mental Health (OMH) worked on with CTG was designed to address this issue through the development of a computer-assisted decision model to support psychiatric assessments in emergency rooms. The model was developed with the assistance of an expert panel representing both practitioners and consumers of mental health services.

This report discusses the decision support model and software developed to support the practitioner in gathering and considering all information relevant to an admissions decision.

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

Tue, 01 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.



This project represented one approach to improve emergency psychiatric services by reducing the number of inappropriate admissions, and by avoiding inappropriate releases, which can result in violent episodes in the community. This report describes the field test conducted with practicing clinicians, including the advantages and disadvantages that clinicians found with the decision support system. Recommendations made to the Office of Mental Health at the conclusion of the project are elaborated on here. Details of the prototype system are given and screen display images printed in the report.

### Voice Information Response System

Sun, 01 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.

Each year, more than 33,000 people receive business permit assistance over the phone from the Office of Regulatory and Management Assistance (ORMA), now called the Governor's Office of Regulatory Reform. To answer the variety of questions posed by callers, Permit Coordinators rely on a database describing nearly 1,200 permits issued by more than 40 different New York State agencies.

This report presents the results of a project that developed a prototype voice response system that would use more sophisticated voice response technology to meet the needs of its customers. The project assessed technical feasibility, cost-effectiveness, business process, and customer service implications of fitting the system into existing operations.

### 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

Wed, 01 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.

This report presents the results of the Center for Technology in Government's formal efforts to evaluate a New York State Office of Regulatory and Management Assistance (ORMA) prototype voice response system for automated business permit information.

This report has four specific objectives: (1) to review the original research objectives of the ORMA project as it was proposed by ORMA; (2) to document how those original and rather narrowly focused research objectives were eventually expanded to include a broader set of questions; (3) to summarize a multi-method research approach that has been used by CTG to evaluate this entire project; and (4) to present answers to each of the research questions posed. These answers draw from threads of investigation taken from the several methods that tested the overall research approach.

### Groupware Technology Testbed

Tue, 01 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.

In recent years, both government and business have been experimenting with team-based organizations and work assignments organized around a complete service or administrative process. Since nearly every service follows an implicit order of action steps and information flow, government agencies have become increasingly interested in technologies to support group functioning and process-oriented operations.

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.

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

June 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.

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## 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

Fri, 01 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.

*Public Administration Review's Theory to Practice* features exchanges among scholars and practitioners assessing what prominent theories and research in their areas of expertise have to say about the challenges, choices, and opportunities facing public administration today. This article summarizes 15 years of CTG research into the challenges of cross-boundary knowledge and information sharing in government.

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.

Sharing and integrating knowledge and information in multiorganizational settings clearly involves complex socio-technical interactions embodied in work processes, organizational forms, and institutional contexts. These are challenges of governance as well as issues for administration. They have implications for efficiency, performance, and public value that are ripe for multidisciplinary investigation, as well as for usefully linking research and practice. The challenge to public managers is to build institutional, managerial, and professional capabilities to engage cross-boundary, knowledge-intensive problems whenever they appear.

An expanded version of this article, along with commentary and an opportunity to contribute to the online discussion, can be found on the PAR Web site.

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

Fri, 25 May 2007

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.

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

October-December 1999

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.

Geographic Information Systems (GIS) are used by government, researchers and businesses in a wide range of domains including economic development, environmental management, education, health, human services, infrastructure management, and disaster response. Most experts agree that the most expensive part of a GIS program is the creation of spatial data. Some estimate that as much as 80 percent of the cost of any application is attributable to the expenses of acquiring and geo-coding information (Thapa and Bosler, 1992). Often the information needs of different GIS applications overlap and data created by one organization can be used by others. Data sharing can therefore help reduce costs of GIS application development and yield considerable benefits and efficiencies.

To achieve this purpose, the State of New York has implemented a GIS Coordination Program which features an Internet-based GIS Clearinghouse operated by the New York State Library (Dawes and Eglene, 1998). In this program, the Library acts as a critical implementer and value-added facilitator of an important new state information policy that has influence over spatial data development, exchange, and use at all levels of government and in the private and not-for-profit sectors. The Clearinghouse provides the conceptual framework and operational platform for a fully functioning data cooperative which is the heart of the New York State GIS Data Sharing Policy. The Library-based Clearinghouse has become the essential portal to many newly identified information resources. It organizes the data descriptions, provides a publicly available and easy-to-use means of access, promotes sharing, points the way to education and other services, and generally makes possible the vision of a living data resource.