NASIRE Representing Chief Information Officers of the States

creating citizen-centric

digital government

A Guide for the States

v. 2001

citizen centricity • trust • efficiency and accountability • innovative investment •

security • reliability • integration • standards • citizen centricity • trust • efficiency

December 1, 2000

Dear Friend,

NASIRE, which represents the chief information officers (CIOs) of the states, is pleased to release this platform for digital government. It represents the combined vision of NASIRE's member CIOs. We believe that it will serve as a foundation upon which each state, as a laboratory of democracy, can build its unique form of digital governance.

We also hope that this document will set some very high standards and goals for the states and that it will inspire robust development of digital government nationwide. NASIRE's mission is to ensure that all states have access to the leading visions and experience. We will use this document as a guide to building consensus and useful tools for our membership.

I hope you will follow our progress and support us in our endeavors. Government is embarking on an exciting new journey and NASIRE intends to lead the way.

Sincerely,

Aldona K. Valicenti

Aldona K. Valicenti, President
NASIRE

NASIRE Executive Committee

President: Aldona Valicenti, Kentucky
First Vice President: George Boersma, Michigan
Second Vice President: Rock Regan, Connecticut
Secretary/Treasurer: Alisoun Moore, Maryland
Past President: Otto Doll, South Dakota
Southern Region Director: Larry Singer, Georgia
Southern Region Director: Carolyn T. Purcell, Texas
Midwestern Region Director: Mary Barber Reynolds, Illinois
Midwestern Region Director: Steven L. Henderson, Nebraska
Eastern Region Director: Wendy Rayner, New Jersey
Eastern Region Director: Charlie Gerhards, Pennsylvania
Western Region Director: Anthony Herbert, Montana
Western Region Director: Steve Kolodney, Washington
Corporate Leadership Council Representative: Miles Weigold, Veritas

NASIRE Digital Government Committee

Chairperson: Steve Kolodney, Washington
Co-Chair: Carolyn Purcell, Texas
P.K. Agarwal, California
Allen Doescher, Louisiana
Rick Webb, North Carolina
Charlie Gerhards, Pennsylvania
Dave Moon, Utah
Curtis Clark, IBM
Tom Unruh, NGA
Bill Keip, PSI Net

NASIRE
167 West Main Street, Suite 600
Lexington, KY 40507
(859) 231-1971
http://www.nasire.org

creating citizen-centric digital government

American government at all levels is taking on a new mission to serve the citizens of this nation with increased efficiency through digital government. Digital government, the electronic delivery of public services via the Internet, represents the realignment of an Industrial Era public sector to meet the demands of the Information Age. The Internet is the best means for organizing and delivering many government services into the foreseeable future. Any digital government presence should be founded upon principles of Convenience and Accessibility; Trust; Efficiency and Accountability; and Innovative Investment.

More important than the technology are the social implications of digital governance. In coming years, the citizen will use the Internet to build a relationship with government that is personal, custom-built for each user with features that are accessible. Digital government will be easy to use, consistent in its appearance and functionality, offer a complete selection of services that are unified across agencies, and available around the clock. Citizens will be aware of their rights to privacy and able to control governmental use of their personal information.

Achieving such goals will require commitment and cooperation among governmental entities and private-sector partners like never before. Policy objectives will have to be backed by technology that can evolve with the ever-changing demands of society. Adaptable information architecture is essential to providing services coherently with security and reliability. Adaptable systems will accommodate the streamlining of government business

On-line service delivery is a core competency for government in the Internet Age.

processes in order to capture savings and deliver customer-centric services. Well-trained and responsive staff will be needed to maintain secure systems and provide customer support.

Policy-makers will have to understand the investment options for digital government. Grabbing the low-hanging fruit can provide short-term satisfaction, but long-term commitment will be needed for citizens to enjoy the benefits of a full harvest and see a return on their investment as taxpayers. State laws must enable digital government to flourish and take into account the risks of on-line services and the intent of legislation as it is translated into applied technology.

Achieving such goals will require cooperation among government entities and private sector partners like never before.

Toward these ends, the states will play a central organizing role, ranking the state chief information officers (CIOs) among the primary advocates of digital government. On-line service delivery is a core competency for government in the Internet Age; therefore, CIOs, as accountable public servants, must assert their role as the best architects for this revolution. Only the nimble CIO can manage the strategic cycle of progress with its intertwined elements of policy, application, and infrastructure development. Only the visionary CIO with the support of policymakers can inspire the agencies to launch and learn as they go. The CIO must commit to the idea that failure is to do nothing.

This document is a statement of NASIRE's long-term vision to support the states, as laboratories of democracy, in the evolution of digital government. NASIRE's intention is to make digital government widespread and focused on the citizens. Each vision statement will be supported by tangible items that NASIRE will produce for its member CIOs as they seek sponsorship for digital government.

citizen centricity

Citizens must see themselves as the owners of their government. Digital government can be used to convey that ownership to the people. Ownership of on-line resources will require citizen-centric design elements, personalization options, visibility through marketing, and access for all.

Citizens must see themselves as owners of their government.

Citizens will have access to on-line government services that are citizen centric, including a complete selection of easy to use integrated services that are built around the citizens' intentions with universal interface design.

If digital government is going to feel like "my government" to the citizen, it will have to be tailored to the citizen's interests, not the agencies'. Services must be brought on line in a way that allows users to complete related transactions in one place. A rising tide of on-line service offerings, including Digital Democracy (i.e., voting, public records, etc.), will raise public support for digital government investments; therefore, states should strive to offer a complete selection of services, not just high-volume transactions. Services should be built around the users' intentions, allowing them to complete related tasks in one place. Sites should be designed with usability in mind, including user tolerance for waiting and clicking through steps in on-line tasks. NASIRE will promote sharing of templates and components among the states to foster rapid interagency application development and adaptable architecture to support integration of services with consistent, easy-to-use interfaces.

Digital government must engage as many citizens as possible, not just those who are easiest to reach.

Each citizen should have a personalized set of account options, providing individual and automated access to government information and services.

Each citizen should be able to configure an on-line account to deliver government information and notices as needed. This account should allow each citizen to sign in once to access all government services. The citizen should also be able to review a complete transcript of the personal information kept by the government and offer revisions. NASIRE will conduct original research into citizen desires for personalization options and promote adaptable architecture to support information-sharing modalities, single sign-on authentication, tiered security, and electronic payments.

Digital government will be visible and easy to find through marketing and promotions.

Before state governments can expect a return from their investments in on-line services, customers must know they are available. In order for this to happen, on-line offerings must be publicized. Recognizing that government will rely on a combination of free and paid media to promote sites, NASIRE will research successful promotional campaigns, promote the role of marketing plans, and investigate methods for consistent positioning of government sites on the World Wide Web.

Citizens will have access to on-line services in a way that is intimate.

Digital government must engage as many citizens as possible, not just those who are easiest to reach. In addition, widespread access to

high-bandwidth Internet services will be necessary for economic growth in the Information Age. Government should understand the attitudes of reluctant and inexperienced users, including those with special needs, in order to attract them to on-line services. NASIRE will compile research on the implications of geography, economics, education, culture, and physical accessibility so that the states and their industry partners can provide access solutions.

trust

Citizen trust in on-line services is essential. The privacy of their personal information must be secure and access to services, on-line and over the counter or phone, must be backed by systems that are reliable.

On-line services will be secure, resisting attacks that can compromise the confidentiality of data and the availability of services.

The success of digital government rests on the security of the citizens' personal information as it is stored and transmitted. A secure electronic environment requires investments in front- and back-end technology as well as staff who are well-trained and vigilant. NASIRE will highlight best practices, promote the necessity for proper procedures, and monitor the evolving technologies and counter-measures, including reaction to "social engineering" attacks.

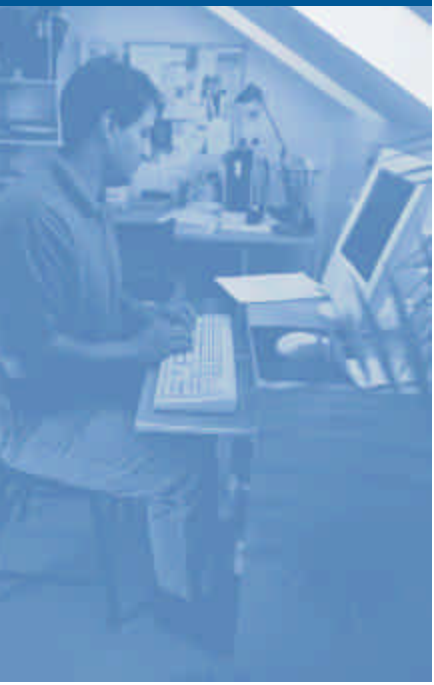
Digital government developers will assess the risks of deploying information on-line.

Security for digital government transactions must be geared to the sensitivity of information

Each citizen should be able to configure an on-line account to deliver government information as needed.

exposure. Policy-makers must be apprised of risks before information is brought on-line so that laws, investments, and public tolerance for risk can be calculated appropriately. NASIRE will develop risk assessment and management tools for use by the states as security needs change over time.

Digital government is not a singular event.



Each citizen will be fully aware of the privacy policies regulating collection and storage of personal data, including sharing of data among governmental entities and public dissemination.

Each citizen should be able to evaluate the personal benefits of appropriate sharing and public dissemination of government information before being asked to make their personal information available electronically. NASIRE will research how government can educate citizens and improve the chances they will opt-in when asked to share their personal information.

Critical on-line services will be reliable, providing a high-level of service in adverse conditions.

When a storm strikes, government should be able to guarantee access to vital government services. Disaster preparedness is an essential part of providing trustworthy digital government. NASIRE will research how government can mitigate the risks posed to their vital systems and keep them up and running in adverse situations with trained staff and backup systems.

efficiency and accountability

Citizens must see a return on their investments

in digital government in the form of systems that are integrated, less costly, and governed by laws and standards that enable efficient service delivery.

Streamlining of business processes will make government less costly to the citizens.

It should cost less for citizens and states to do business on-line. Integrated systems will reduce costs by allowing the streamlining of business processes and deploying professional skills to higher-value activities. Government should use Internet technology to minimize—possibly eliminate—costly over-the-counter channels of service delivery. Digital government can also be the impetus for reviewing and eliminating unnecessary processes before they reach the Web. NASIRE will publish case studies of states streamlining business processes.

Government must be supported by integrated systems.

Integrated systems that share information for digital governance will improve service delivery to citizens by reducing the time, effort, and complexity of service delivery. The accuracy of data should be improved as well as the incumbent processes of auditing, archiving, and retrieving it. NASIRE will promote adaptable architecture that permits information sharing and retention.

State laws should enable digital governance in the Information Age.

The legal groundwork for digital government is still being laid. Policymakers must eliminate the gaps, weaknesses, and contradictions in current statutes that limit the flexibility of digital governance and hinder deployment of specific technologies. A divergence among

The success of digital government rests on the security of citizens' personal information.

the states will impede interstate commerce while a one-size-fits-all approach would stifle innovation in the laboratories of democracy. NASIRE will continue to facilitate communication among the states on UETA, E-Sign, Sec. 508, HIPAA, and other emerging issues on this shifting landscape.

It should cost less for citizens and states to do business on-line.

Enterprise-wide digital government requires standards for diverse agencies.

Breaking down the silos of information can only be done through enterprise-wide standards. Standards development in the states will require a governance process that is inclusive (i.e., balances the enterprise against the virtues of agency autonomy) and governed by a CIO with responsibility for the enterprise. Standards should facilitate integration and reduce time to market for applications. NASIRE will provide case studies on states that are sharing application-development standards across the enterprise.

innovative investment

Digital government is not a singular event. While it will require initial, up-front investments, it will also require continual operational support and re-investment as public demands change and technology evolves. Citizens should have a digital government that provides a return on investment in ways that promote flexible means for funding ongoing innovation in service delivery.

Deployment of services will require significant investment and re-investment.

In a time of budget surpluses, states should be able to commit significant funds to "jump

start" on-line applications development. Policy makers will have to be persuaded to make these initial investments in lieu of other options. These start-up costs should be shared across the enterprise, as all agencies will eventually benefit. Also, keeping in mind that digital government must be continually enhanced and reinvented, policymakers must plan for the costs of operations and understand the need for re-investment funded through a variety of channels. NASIRE will provide tools to help states compile accurate costs estimates for policy makers. NASIRE will also encourage the development of adaptable architecture that provides long-term savings through solutions that are transferable across the enterprise and get the most out of legacy systems.

Digital government will provide a return on investment through multiple funding streams to support the states' general funds and IT enterprise opportunity funds.

States will see a return on digital government investment through new funding streams, which can, in turn, be directed toward innovative budgeting mechanisms. Using funds derived from new income sources (e.g., redirected savings and advertising among other potential channels) states will be able to return money to the general fund while allocating some for innovative application of technology through IT enterprise opportunity funds. These funds can be used to provide incentives to agencies to get services on-line now. NASIRE will investigate how states are creating resource pools to support business proposals that get services off the drawing board and on-line.

Digital government must be continually enhanced and reinvented.

NASIRE

REPRESENTING CHIEF INFORMATION OFFICERS OF THE STATES

NASIRE represents state government officials involved in information technology from all levels of government, from cabinet-level IT organizations to individual agency IT units. The primary mission of NASIRE is to shape national IT policy through collaborative partnerships, information sharing, and knowledge transfer across jurisdictional and functional boundaries. Our membership consists of chief information officers, information resource executives, and their corporate partners from the 50 states, six US territories, and the District of Columbia. NASIRE is led by an executive committee and is composed of operating committees, emerging issues committees, and strategic issue workgroups.

State members are senior officials from any of the three branches of state government who have executive-level and statewide responsibility for information resource management. Representatives from federal, municipal, and international governments, as well as other state officials who are involved in information resource management, participate in the organization as associate members. Private-sector firms and non-profit organizations may join as corporate members.

NASIRE holds two educational conferences annually. Programs are developed on themes tied to strategic initiatives and often include issue-focused sessions on digital government, information architecture, IT infrastructure, and other policy issues.

For more information on the association and membership, visit the NASIRE website at **http://www.nasire.org**.