State of Utah

e-GOVERNMENT Strategic Plan FY2007-FY2009

Summary

Providing Integrated, Secure, One-stop Customer-centric Services

DTS DEPARTMENT OF TECHNOLOGY SERVICES

State of Utah
Department of Technology Services
1 State Office Building, Sixth Floor
Salt Lake City, Utah 84114
801-538-3833

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Vision

Our vision for the next wave of e-government is to use information technology to provide customer-centric services that promote a secure, accessible, accountable, and efficient government, while contributing to Utah's status as a leading digital state.

Mission

1. To serve the citizens of Utah by providing integrated, secure, one-stop and customer-centric e-government services that deliver increased value and facilitate better access to public services and information;

2. To transform Utah Government by facilitating business process re-engineering that improves service delivery, strengthens the value of our customer focus, and enhances efficiency and productivity whenever practicable; and,

3. To maintain Utah as a leading digital state by promoting a more pervasive and capable e-government environment that promotes the adoption of e-commerce and e-business as useful channels for interacting with government.

Major Focus Areas for Current State of Utah Administration

Economic Revitalization—A state where we seek enhanced economic freedom for all Utah citizens by creating a business friendly atmosphere and a place where technology and innovation can thrive.

Education—A state where teachers feel satisfied and appreciated, parents feel empowered and involved, and our education system matches our children's dreams with their unique, individual abilities.

Quality of Life—A state where we look toward securing the future needs of our citizens by protecting our environment, enhancing our transportation and water systems, improving access to healthcare services, and decreasing the number of uninsured.

Governance—A government where we are efficient and effective in delivering services to our citizens and businesses.

Introduction

Citizens want and expect government services online. The last decade saw dramatic growth in digital and broadband services, not only to schools and to businesses, but also to the home, moving citizens to demand that government services become more accessible and responsive to their needs. Governments at all levels responded with a proliferation of Web sites. The State of Utah, responding to its citizens, emerged as a recognized leader in e-government.

Utah has established over 550 interactive services online. From the Utah.gov portal, the main point of entry to all State agency Web sites, a citizen can now purchase a fishing license, interact with a legislator, reserve a campground, renew vehicle plates, or search a vast library of publications. Utah businesses can now register, pay all taxes, obtain professional licenses, and submit annual reports, all online. The acceptance of these services has been significant, resulting in financial savings to agencies while making it easier to do business with the State.

While researching online government services, one national survey discovered that over 70 million U.S. citizens access government Web sites in their search for information. To improve the State of Utah's online services to its businesses and citizens, five initiatives will be implemented:

- Enhance the Utah.gov portal.
- Develop integrated, customer-centric, cross-agency portals and services.
- Increase the quality and quantity of agency-driven online services.
- Deliver needed services based upon the location of citizens.
- Identify and respond to the unique needs of defined communities.

E-government

E-government refers to the use of information and communication technology by government to exchange information and services with citizens, businesses, and other government entities via the Internet. The most important benefits of e-government include improved efficiency, convenience, and better accessibility to public services. The primary emphasis of e-government is to serve the public.

Utah's E-government Environment

Utah is considered a leader in providing online access to government information and services, consistently ranking among the top five states in the country. Hundreds of e-government applications and services are available, though locating them is often a challenge to the citizen user. Services currently available from State agencies reflect innovation and commitment to providing service online, yet many do not share integrated data sources. Although some services use common authentication and access methods, collaboration is needed to better serve the citizens. Many of these applications were developed independently, allowing the State to provide more online services more rapidly, but this approach does not leverage common technology resources and best practices effectively.

The Utah.gov Portal

The role of the State of Utah portal is to facilitate access to government information and services. Since its inception in 1995, the State's portal—one of the first state government portals in the nation—has served as an access point for millions of visits to Utah agencies and provided a multitude of services to citizens throughout the state.

With over 75% of Utah citizens now accessing the Internet from their homes, Utah.gov has an opportunity to have an even greater impact. To deliver on this promise, the portal will evolve to ensure access to the greatest number of citizens.

In the future the following areas will be addressed to make Utah's portal even more useful:

> … the online world mirrors
> the offline world.
> People bring to the Internet
> the activities, interests,
> and behaviors
> that pre-occupied them
> before the Internet existed.
>
> *—Pew Internet and American Life Project, 2004*

Mobility—Utahns are active people in a state known for rich scenery and robust outdoor recreation activities. Utahns are also known as a tech-savy populace, with one of the highest densities of personal computers and Internet connections to the home. In response, Utah.gov has developed a strategy to provide better service to those who choose to access government services and information while on the move—from their cell phones, laptops, or PDAs. In 2007, the State will introduce a version of the portal that is more suited to these users.

Responsiveness—Until recently, most government portals have been static in content and design. Utah.gov was a leader in the introduction of services like RSS (Rich Site Summary) news feeds, 24x7 live help, and interactive citizen polls. Beginning in 2007, the portal will explore ways to understand better what each individual citizen is looking for and needs. The State will improve the analytic capabilities associated with the portal to recommend services and information that are most relevant to the individual.

Improve Search Capabilities—Citizens use a variety of tools to find the services and information they are looking for. The State will make information more accessible through better tagging and designing services that can more fully searched by external service providers. The State will improve access to relevant data that is not now readily available to citizens.

Better Integration with Other Levels of Government—Government does not always adequately inform citizens of the services provided by the various levels of government. Utah.gov will improve its linkages to local government within the state, including cities, counties, special districts, and education.

Multimedia Portal—The State is developing a multimedia portal to facilitate single-point access to audio and video content.

> Internet users benefit from the efficiency of e-government,
> but multiple channels are still needed
> for citizens to reach agencies and solve problems.
>
> *—Pew Internet and American Life Project, 2004.*

Cross-agency Portals and Services

Many of the services and much of the information sought by citizens from government sources is provided by different agencies. Other sources are provided and supported by multiple levels of government (federal, state, and local). For this reason, the e government strategy dictates that agencies work together to provide a more focused view of government to citizens. In 2003, the State of Utah launched its One-Stop Business Registration service, a collaborative effort by multiple federal, state, and local agencies. This service has quickly become one of the most popular by substantially reducing the time that it takes to create a new business.

In the future, the State of Utah intends to:

- Enhance existing popular cross-agency portals, such as the following, which have been developed to support citizens and businesses:
  - Justforyouth.utah.gov
  - Careers.utah.gov
  - Business.utah.gov
  - Rural.utah.gov
  - Seniors.utah.gov
  - Legal.utah.gov
- Continue to improve existing portals to meet the specific needs of these groups by ensuring that the existing cross-agency portals stay current and responsive.
- Expand One-Stop Business Registration and provide other new services to support business development and entrepreneurship. New services are planned in conjunction with the USTAR and Utah Business Link projects which will support collaboration and information sharing to promote new business development within the state.
- Identify a community of interest that is not currently served by Utah.gov and develop a new cross-agency portal to serve the need.

Competent service
is the top expectation
for the Internet today,
followed by easy-to-locate
contact information, convenience,
timely response,
and reliable service.

—Mitre: Improving Citizen Services, 2005

Agency Online Services

As of December 2006, the State of Utah provides over 550 online interactive services. The majority of these support unique agency functions and have resulted in significant benefits to the constituents served by the agencies as well as to the agencies themselves. For example, within the first nine months after putting their job referral service online, the Department of Workforce Services provided a million job referrals. This means the service is available to citizens 24 hours a day, not just during the work hours of the employment centers. The Utah DMV has processed over a million license plate renewals online. The Division has also introduced the On-the-Spot renewal service which was awarded first place in the citizen services category for 2006 by the Center for Digital Government.

The State of Utah will continue to provide high-value services through accomplishing the following objectives:

- Implement at least 50 new online services each year
- Utilize improved metrics tools and methodologies to understand users and how they are using online services
- Increase the average adoption rate for existing services by 10%.

Online Customer Service

In 2003, Utah was the first state to implement 24x7 customer support through the use of online chat. This service requires a substantial commitment from State agencies. Off-hours support is provided by the Department of Technology Services. In 2005 and 2006, Utah was recognized as providing the best online customer support in the country by the Government Contact Center Community of Practice.

The State will continue to make customer service a focal point of its e-government efforts by taking the following measures:

- Improve the customer support network.
- Continue to build the customer support knowledge base.
- Provide customer support options based on user preference

Location-based Services

Even though many of the services government provides can be completed in an entirely virtual environment, citizens are also interested in understanding the proximity of services. Geographic Information Systems (GIS) help users know where they are in relation to the services they seek. Utah has developed an extensive State Geographic Information Database with vast amounts of geographic information. Using e-government, this information can become more meaningful and useful.

In the future the State will:

- Identify GIS data that is of most interest to citizens and businesses.
- Integrate GIS data with other information and services.
- Make GIS information more accessible through the Utah.gov portal.

Intergovernmental Efficiency

The internet has introduced new opportunities for improving many of the “back-office” functions of state government. The State of Utah has implemented an online payroll system that allows its employees to enter their time, and allows managers to approve it, from anywhere with Internet access. Employees have more control over their information and spend less time understanding the bureaucracy. Functions like fleet and facilities management are also becoming more efficient through online access to their services and improving collaboration with their partners. Less time is required to install and maintain client services for the users of centrally provided services.

In the future the State will:

- Expand the use of RSS feeds for dynamic information, subscription services, and database access.
- Ensure that all payment transaction processes rigidly adhere to payment card industry standards.
- Increase the proportion of electronic payments through the use of Utah Govpay.

Communities of Interest

The primary goal of e-government efforts in the State of Utah is to improve service to Utah citizens. Effective e-government means that Utahans will be able to better find the services they are looking for and be able to save time and money in their transactions with government. They will also be able to perform these transactions at times when government was traditionally unavailable, increasing their daytime productivity, decreasing traffic miles, and opening up time for other activities. Examples of communities of interest include:

Public Safety—E-government is now integrated into many of the daily activities of law enforcement as they provide security to the public. The Utah Criminal Justice Information System (UCJIS) provides cross-agency access into over 30 different databases. Patrol officers are able to file reports online and continue to improve productivity, having more time to spend responding to incidents. Improved information and communication services help officers make better decisions and respond quicker.

Health—The State of Utah has developed a large number of services to support the needs of the professional health community as well as the citizenry at large. For example, the pharmacy and controlled substance databases help protect individual citizens. Providing a direct interface to those who prescribe drugs has helped increase the accuracy, timeliness, and cost associated with maintaining this information.

Seniors—About 200,000 people over age 65 live in the state of Utah. This sector has unique needs and challenges. Utah has created a variety of services to address their needs, accessible through a portal at seniors.utah.gov.

Youth—One-third of Utah's population is under age 18, higher than any other state. Justforyouth.utah.gov provides information and services for this group on topics like education, employment, social activities, and finances.

Utah Business—Utah continues to be a hotbed for entrepreneurship. At the same time, Utah's low unemployment rate provides challenges for employers. The State has developed a variety of resources to serve both existing and new business, including business.utah.gov, the one-stop business registration service, tax services, as well as more specialized services such as legal.utah.gov, that serves the legal community. New services are planned for 2007.

Rural Utah—Although most of Utah's population resides within the urbanized Wasatch Front, State government reaches out to serve an important rural community. Rural.utah.gov focuses on the needs of these areas.

Citizen centered e-Government services:

- Effect everyone: citizens, government, and business partners.
- Build trust and respect concerns for privacy.
- Promote unified access to all kinds of government services.
- Promote agency accountability to constituencies.
- Promote collaboration between agencies.
- Promote innovation in service delivery and service design.
- Enable access to government information and services.
- Push new high value content and services.
- Deliver useful results and add value.
- Enable transformation by making e-Government work for users.
- Engages people.
- Puts people first.

Strategies for Elevating Utah's Online Presence

Successful Utah e-government is dependent upon people, processes, and technology platforms. An overall strategy of sustained e-government value to Utah customers is dependent upon a strong customer value proposition that pays attention to an effective set of product service characteristics that are aligned with customer needs. Customer relationships need to accommodate the way people want to use government services. The value proposition must be supported by effective technology and management infrastructure. All of these strategies are fueled by the information resources and the employee and partner resources of government agencies. Utah is committed to using technology to deliver customer centric services.

The future state of e-government is closely tied to the future of the Internet. Researchers report a number of major trends related to e-government, including:

- a thriving global network that will blur the differences between urban and rural users, making geographic boundaries insignificant;
- privacy issues versus greater access to information;
- the 20% of the population that will never use Internet resources;
- greater levels of virtualization and access that will foster a connectedness with groups with similar interests;
- English as the common language of the Internet; and,
- increased network capacity and technology literacy initiatives.

Effective e-government is not without challenges and issues. To be effective, the State must be able to capably address each of the following areas:

Leadership

- E-government is supported by the Governor and his Cabinet.
- There is an e-government culture within the State.
- E-government strategies are aligned with business strategies.
- Legislative and judicial branches support e-government.
- E-government initiatives are adequately marketed and promoted.
- Legal issues associated with e-government transactions have been effectively addressed by the State.

> By using the best practices, technologies, and strategies, we will deepen democracy and ensure representation and citizen engagement in the information age.
>
> *—E-Government and Democracy, 2004*

Governance and Funding

- The State has an effective governance structure for the development and maintenance of e-government.
- Agencies have strategies for funding e-government projects.
- The State identified key metrics for measuring e-government performance.

Sourcing and Competency

- Application enhancements can be implemented in modules rather than single “big bang” implementations.
- The State is competent with sourcing and procurement issues in support of e-government.
- System security skills are sufficient for e-government security requirements.
- Project management competencies are available for e-government projects.
- The State has strategies in place for sharing e-government best practices.
- Auditors are capable of performing electronically through e-government and related automated systems.
- Training and outsourcing strategies provide adequate skill availability, competencies, and retention to support e-government services.

Technology Infrastructure

- Enterprise architecture adequately supports e-government requirements.
- E-government applications are sufficiently modular to accommodate expected changes.
- Technology infrastructure has adequate availability, capability, and reliability to support ongoing e-government projects and initiatives, including innovative utilization of existing and new infrastructure.

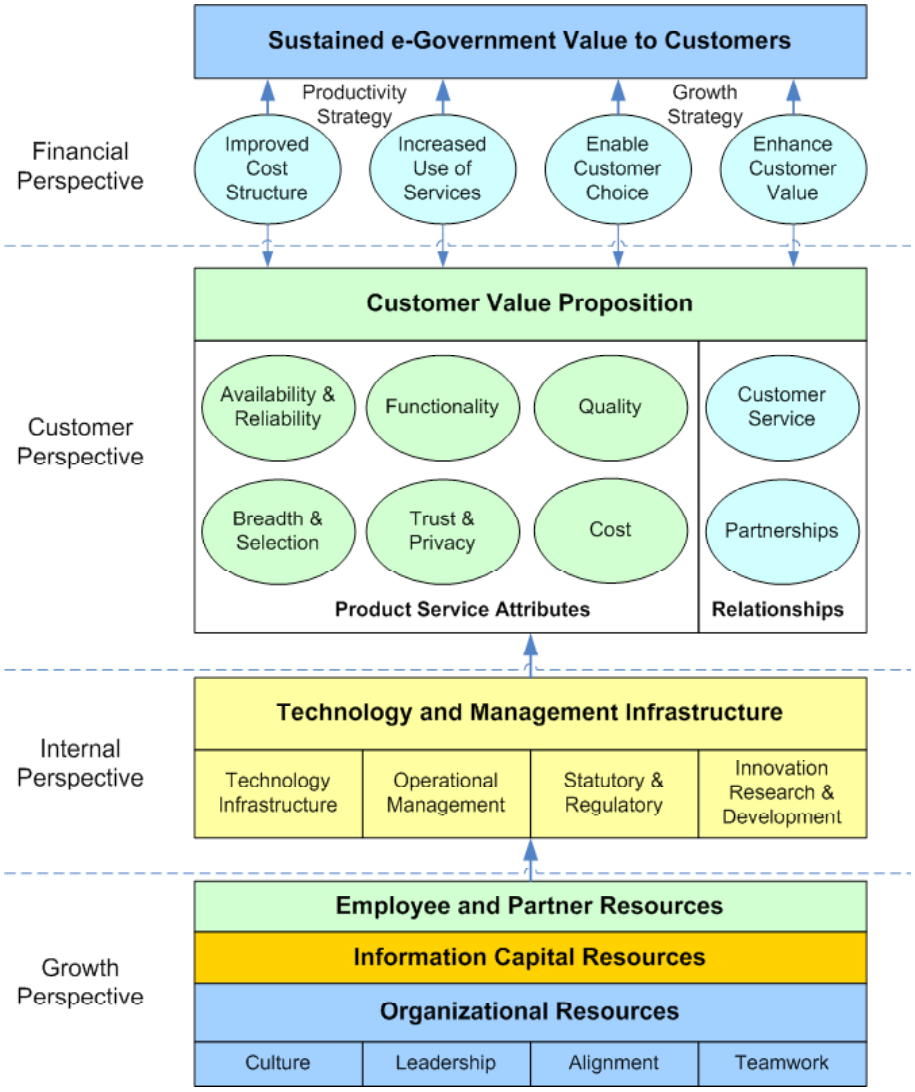
Key Goals, Strategies, and Initiatives

To make all of this happen, the State of Utah must accept these goals, strategies, and initiatives:

- Information and communication technologies will be integral to the delivery of government information, services, and processes.
- Reliable technology infrastructure and services will be deployed that support agency innovation and adaptability to new and expanding agency service requirements.
- The operation of government will be transformed as government agencies and their partners use technology to provide citizen-centered information and services and mutually beneficial outcomes.
- Citizen engagement with the government will have been transformed, as increasing and innovative use is made of the opportunities offered by e government services that leverage current and emerging technologies.

Strategy Map for E-government

The e-government strategy map represents a balanced scorecard approach to e government strategy and focuses on providing sustained e-government value to customers by aligning productivity and growth strategies with customer value propositions, technology and management infrastructure, and employee and State business partner resources. The balanced scorecard is a method and a tool dedicated to the execution of the State's e-government strategy. Part of its structure consists of a strategy map where strategic objectives are placed over four perspectives in order to clarify the strategy and the cause and effect relationships that exist among them.



The scorecard drives implementation of strategy from the following perspectives:

- **Financial Perspective**—Measures financial performance and efficiency.
- **Customer Perspective**—Measures the direct impact on customers.
- **Internal Perspective**—Measures the performance of key e-government processes.
- **Growth Perspective**—Measures the State's learning curve and employee and partner resources base.

Financial Perspective

The financial perspective represents key components that support expenditure of funds that enable e-government services to enable increased productivity and demonstrate ongoing growth and increased value to customers by focusing on:

- a productivity strategy that considers how services can be provided with less cost and greater adoption, and emphasis on making customers aware of e-government services; and,
- a growth strategy that identifies key factors that enable the growth of e government services by agencies and customers, including enabling customer choice and enhancing customer value from existing and new services.

Customer Perspective

The customer perspective considers:

- the essential characteristics of successful e-government products, including:
  - availability and reliability;
  - functionality: quality; breadth, and selection;
  - trust and privacy; and,
  - cost savings and benefits;

and,

- relationship development for e-government's ongoing needs for customer services and the development of useful partnerships that enable the delivery of integrated and effective e-government services.

Citizens expect
that their information
will be available and consistent,
no matter how
they contact the government.
—Mitre Group

Internal Perspective

Technology and management infrastructure comprises the platforms and processes required to provide e-government services and include:

- technology infrastructure;
- operational management;
- statutory and regulatory requirements; and,
- innovation, research, and development.

Growth Perspective

The ability to deliver continuously improving e-government services depends upon:

- employee and partner resources;
- information resources; and,
- organizational resources.

State employees are key organizational resources that enable and facilitate the provision of e-government services through:

- a culture that facilitates information sharing and innovative ways to deliver services;
- leadership that is committed to providing an expanded e-government service offering;
- alignment of technology and service requirements from agencies and customer groups; and,
- teamwork through partnership with business specialists, non-State agencies, technology professionals, contractors, and customer feedback and suggestions.

Roadmap to the Future—Transformational Technologies

The mission of government is to serve citizens, while at the same time being accountable to the Legislature, the Governor, and diverse State agencies. Services are oriented around what these groups want and expect from government. Technology is a key enabler of these services. Some technologies are transformational and have the potential to change the way governments do business and deliver services. These new and emerging technologies will become foundational for new and innovative services from agencies.

Emerging Technologies and Infrastructure

A number of key emerging technologies and approaches to creating e-government services are rapidly gaining use on the Web today. These technologies will have a major impact on what e-government services will look like in the future. Appropriate use of these technologies will help e-government make meaningful and practical contributions to the lives of citizens.

Some of the key technologies that will have a profound impact on future e-Government services include:

Web 2.0—A New Generation of Web Based Technologies and Services

Web 2.0 is a collective term for Internet technologies and business models that let people collaborate and share information online. Technologies that can have substantial e-government impact include:

Social Network Analysis (SNA) is the use of information and knowledge from many people and their personal networks. It involves collecting massive amounts of data from multiple sources, analyzing the data to identify relationships, and mining it for new information.

Ajax is a collection of techniques that Web developers use to deliver an enhanced, more responsive, user experience in the confines of a browser.

Collective Intelligence is an approach to producing intellectual content (such as code, documents, indexing, and decisions) that results from individuals working together with no centralized authority. This is seen as a more cost-efficient way of producing content, metadata, software, and certain services.

Mashups are lightweight tactical integrations of applications or content into a single offering. Because mashups leverage data and services from public Web sites and Web applications, they are lightweight in implementation and built with a minimal amount of code.

Software as a Service (SaaS) is a software distribution model in which applications are hosted by a vendor or a service provider such as the State, and made available to customers over a network, such as the Internet. Application maintenance and support is centrally administered with the potential for significant savings for support and licensing cost.

Real World Web

Increasingly, real-world objects will not only contain local processing capabilities—due to the falling size and cost of microprocessors—but they will also be able to interact with their surroundings through sensing and networking capabilities. The emergence of this Real World Web will bring the power of the Web to the user's point of need for information or transaction. Technologies rated as having particularly high impact include:

Location-aware Technology is the use of geographic technologies to help identify and deliver services that are specific to where the citizen resides and to the type of platform they are using to connect to State services, such as mobile devices.

Enhanced Search Technologies allow users to get access to more information and data and do so in their own unique search contexts by customizing and extending the capabilities of search engine technology.

Applications Architecture

The software infrastructure that provides the foundation for government and business applications continues to mirror business requirements more directly. The modularity and agility offered by service oriented architecture, at the technology level, and business process management, at the business level, will continue to evolve through model-driven and event-driven architectures, and the Government Semantic Web. The goal of the semantic Web is to identify more Web-based data and their interrelationships so that searches can be more effective. Technologies rated as having particularly high impact include:

Service Oriented Architecture (SOA) is a way of thinking about IT assets as service components. When functions in a large application are made into stand-alone services that can be accessed separately they are beneficial to multiple government agencies, and greatly facilitate software reuse, and reduced application development costs.

Process and Workflow Management includes the execution and monitoring of repeatable business processes that have been defined by a set of formal procedures that are then executed using workflow and business process modeling technologies. These technologies will facilitate business process re-engineering in agencies and reduced costs for providing repeatable services.

> Improving citizen service delivery will require more than simply putting services online. It will require a fundamental transformation of government, a new orientation that focuses on fulfilling citizen's needs as effectively as possible.
>
> *—General Services Administration*

Event-driven Architecture (EDA) is an architectural style for distributed applications, in which certain discrete functions are packaged into modular, encapsulated, shareable components, some of which are triggered by the arrival of one or more events. Related technologies include SOA, Enterprise Service Bus (ESB), Web Services Description Language (WSDL), Universal, Discovery, Description, and Integration (UDDI), Simple Object Access Protocol (SOAP), and the Web Services (WS) standards.

Model-driven Architecture® is a registered trademark of the Object Management Group (OMG). It separates business-level functionality from its technical implementation. The premise behind this architecture is to enable business-level functionality to be modeled by standards. This allows the models to exist independently and reinforces the focus on business first and technology second. This facilitates systems that are inherently more flexible and adaptable.

Government or Corporate Semantic Web applies semantic Web technologies, also known as semantic mark-up languages, to organizational Web content which promises to reduce costs and improve the quality of content management, information access, system interoperability, database integration, and data quality. Citizen benefits include significantly improved access to e-government data and information resources from a citizen-centric perspective or context.

Each of these overall technology themes contains technologies that have a potentially high impact and value for the State. All of these technologies are now appearing on the Internet and will raise citizen expectations of what e-government should be able to do.

High Value Foundational Technologies for E-government

IT infrastructure deployed in support of e-government consists of a number of essential technologies from which future e-government applications will gain significant benefit. These technologies are a foundation for future workplace productivity and the enabling of transformational e-government applications:

Business Monitoring and Analytics—Measures performance to trigger change; based upon citizen use of Web resources and dynamically changes service promotion and portal presentation based upon usage patterns.

Business Process Management and Application Automation—Provides the ability to quickly configure applications and workflow to support changing agency business requirements.

Information and Data Services—Defines and provides access to relevant State information resources that are essential for creating a dynamic and responsive resource.

Integration, Event, and Deployment Services—Connects, processes, and manages end-to-end messages, events, information, and application logic, enabled by ESB and SOA technologies.

Collaboration and Communication Services—Supports human interaction in the business process. Infrastructure will be better able to support varying citizen contact preferences for using and accessing State services.

Access and Interface Services—Deals with navigation and the user's interactive experience, both internally and externally to the State. Citizen-facing and internal services will use a common authentication and access control infrastructure.

Service Level Management and Automation—Triggers deployment and redeployment of IT resources using engines that automatically initiate provisioning from infrastructure pools, creating an on demand utility IT environment.

Metering, Measurement, and Chargeback—Common metering and monitoring infrastructure will be leveraged for internal and required external billings for IT services on an equitable and reliable basis.

Security—The Security infrastructure will meet internal State requirements and provide assurances for safe and trusted citizen use of State applications.

Infrastructure Virtualization—Virtual pools of server, storage, and network services that can be used by e-government and internal State services.

Infrastructure Provisioning—Rapid and consistent deployment of IT resources with capable and effective change control from infrastructure pools.

Platform Management and Monitoring—Enables system monitoring, alerting, and group and capacity management of platforms and software services that are consumed by e-government applications.

These foundational and transformational technologies provide greater opportunities for broader participation by employees and partners in creating and consuming e-government services. All of these technologies are in various stages of implementation in State agencies and require planning and strategies to enable them as reliable shared enterprise infrastructure services.

Technology infrastructure is not just about technologies; it incorporates the platforms, people, and processes required to enable reliable and convenient services. Improving customer service delivery requires more than just putting services online; it requires a transformational approach to government that cuts across artificial boundaries, and leverages technology, people, and business processes with the aim of more effectively meeting customer needs. In the final analysis, technology makes it easier for citizens to get information needed from the government with a choice of service delivery alternatives.

Top states excel at cross-boundary collaboration,
deploying useful and practical applications to serve multiple agencies
and even multiple branches of government.
Underpinning these efforts are mature policies and architectures
that promote shared services and discourage the development
of overlapping systems.
Key drivers for IT-related innovation in these states
tend to be economic development, public safety, health and education
—often with the governor personally leading the charge.

—Government Technology, 2006

Collaborative E-Government

Within the context of e-government, the State of Utah offers services and information that cross the traditional lines of government organization. The State of Utah must collaborate with many different partners if it expects to deliver easy-to-use services and information. Some of these partners include the federal government, local government, including Utah counties, cities, special districts, Utah businesses, public and higher education, and other states. This plan presents ten ideas (there are many more) for improved collaboration with each of these entities. More detailed plans and tactics for enhanced collaboration through the use of technology will be developed during the first six months of 2007.

Ten Opportunities for: Integration with the Federal Government

1. Understand the federal enterprise architecture and the services that will be provided through core.gov, xml.gov, webservices.gov, and egov.gov.
2. National Sex Offender Public Registry (nsopr.gov).
3. National Amber Alert Service.
4. Geospatial Information One-Stop (http://gos2.geodata.gov), the National Map, and the National Atlas.
5. DisasterHelp.gov.
6. National Animal Identification System.
7. Pandemic Flu Information (http://www.pandemicflu.gov/).
8. eAuthentication (http://www.cio.gov/eauthentication/).
9. e-Vital: Sharing and verification of vital records
10. XML standards development, including Global Justice standards, TaxML, HL7 for Healthcare, EPA Environmental data registry, etc.

Ten Opportunities for: Improved Collaboration with Local Government

1. Expand local participation in the One-Stop Business Registration service (OSBR).
2. Share the Online Property Tax service with more counties.
3. Better access into municipal and county directories.
4. Electronic voting and elections data collection.
5. Land ownership.
6. Records Management Services.
7. Standards for sharing homeland security and criminal justice information.
8. Shared business services.
9. Improved search capabilities for all levels of government in Utah.
10. Transportation planning and traffic management.

Ten Opportunities for: Improved Involvement with Utah Businesses

1. Interactive business directory.
2. Talent access programs.
3. New business development.
4. Economic clusters.
5. Employer support (jobs.utah.gov).

6. Commercialization of university discoveries, inventions, and innovations. The Utah Science, Technology, and Research (USTAR) initiative is an i nnovative and far-reaching initiative to bolster Utah's high-tech economy by investing in university research programs.
7. Promote business centers of excellence.
8. Provide online support for international and domestic trade opportunities.
9. Promote travel and tourism through enhanced online information and services.
10. Facilitate the participation of Utah business in government procurement opportunities.

Ten Opportunities for: Improved Cooperation with Public and Higher Education

1. Leverage university research.
2. Develop online courses to help K-12 students better understand government.
3. Agriculture and extension services.
4. Multimedia news and information resources.
5. Library services, including Mountain West Digital Library and Digital Archiving.
6. Improve access to school and student information through the Utah.gov portal.
7. State and local history.
8. Centers of Excellence.
9. Technology development.
10. Natural Resources and Land Use Planning.

Ten Opportunities for: Cooperation with Other States

1. National Environmental Information Exchange Network (NEIEN—http://www.epa.gov/onestop/).
2. e911 services in border areas.
3. Online collaboration and planning on energy issues, including the Western Interstate Energy Board.
4. Wildfire and forestry management (see http://www.westgov.org/wga/publicat/TYIP.pdf).
5. Collaborative planning and management of water resources (see Western Governors' Association: http://www.westgov.org/wga/publicat/Water06.pdf).
6. Shared threat and security information across borders for homeland security.
7. ID and authentication.
8. Response to regional and national health threats.
9. Efforts to improve regional and national economic competitiveness.
10. Regional and national immigration issues.

Agency Business Alignment
Key Utah e-government themes:

e-Government—Continue to move in the direction of IT-enabled government services for the citizens of Utah.

Business Process Optimization—Improve the efficiency of business processes across all State government functions.

Enterprise Integration Planning—Improve the State's ability to integrate functions and processes across agencies to improve operating efficiency, agility, and responsiveness to meet the shared service needs of State agencies and the citizens of Utah.

—State Government Cabinet Retreat, April 2006

Measures of Success

Overall measurements of success for e-government are essential for the State to understand when progress and useful results are attained. E-government has to prove its worth on an ongoing basis, and cannot just turn into another cost center for agencies. Performance measurement of e-government includes the following general areas of evaluation:

- **Clear Definition and Identification of "Citizen-Centered" Service Opportunities—**Define opportunities for citizen-centered e-government initiatives. This serves to focus discussions with agencies on "transformational" uses of information technology within agencies, and identifies bona fide citizen-centered e-government initiatives conceived and launched during FY2007-FY2009.

- **Monitor Critical Success Factors —**Leading practices that enhance the success of the design, justification, measurement, and management of citizen-centered initiatives, include:

  - **Stakeholder Input:** Does the initiative respond to and measure clearly identified expectations of stakeholders and customers?
  - **Assess Needs:** Use needs assessment methodologies to align e-government services with customer requirements.
  - **Budget Justification/Capital Planning:** Does the initiative clearly align to the agency's mission, IT plan, and existing program performance measures?
  - **Program Management:** Is the initiative supported by adequate internal systems of management (including project metrics) to ensure project success?
  - **Partnership/Acquisition Strategy:** Are partner and vendor contributions clearly identified and managed for results?
  - **Alternatives/Risk Analysis:** Have alternative approaches and risks been assessed and considered?
  - **Enterprise Architecture:** Is the initiative consistent and aligned with the overall enterprise architecture as applied by agencies?
  - **IT Privacy/Security:** Does the project reflect and track compliance with privacy and security requirements?

- **Document Measures of Cost Savings and Improved Program Performance—**Document and compare how agencies align and measure the impact such initiatives have on reducing costs and improving program performance.

- **Recognize Agency "Performance Leaders" —**Identify State agencies deserving special attention for successful measurement and achievement of strong performance results.

Service Offerings

Service offerings will begin to reflect a borderless government and citizen centric approach to using government services, irrespective of which agency provides them.

- Application deployment will migrate from the current silo approach to a Web services approach that promotes reuse of common application code (e.g., license renewal, registration, etc.).

- Data integration activities will accelerate, making data available across agency boundaries, and data will be used in new ways to provide improved information to citizens and decision makers.

- The myriad of forms required for the many services that agencies provide will be migrated over time from static PDF forms to electronic forms and associated workflows, and interrelated Web services that will enhance and simplify services to citizens.

- Finding government agency contact information will become much easier to manage using sophisticated search mechanisms that are context and location aware. Citizens will not have to spend as much time finding the services they need.