

State of Iowa



2001 annual report



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To Our Customers & Constituents:

This past year was a turning point in which the goal of electronically transacting services between State government and Iowans began a marked shift from vision to reality. Several important government operations made the jump from theories and models to providing actual, working electronic services for Iowans.

From professional licensing for nurses to more electronic citizen and business tax filings, Iowa moved decisively forward in offering the next generation of convenience, quality and speed in government services to its stakeholders.

The Iowa Information Technology Department is proud to serve state departments by helping them acquire and deploy these exciting new technologies. They are some of the more than 200 initiatives now in action or on the drawing boards throughout state government. ITD is helping to build and implement them even as Iowa grapples with new realities in budget and service demands.

We also took tangible steps toward building greater security and coordination among the technology systems that comprise Iowa's digital infrastructure. Such a focus on security looms even more important in this new era of heightened alert and greater need for protection.

We look forward to continuing working with our customers to build Iowa's digital government together.

Richard J. Varn
State of Iowa Chief Information Officer
Director of Information Technology

Governor Vilsack has challenged all in state government to embrace technology in rethinking and reworking the way our business gets done. Tightening state revenues coupled with continually pressing demand for public services mean we must focus on providing quality services to Iowans while reducing time, distance, materials, energy and cost in the process.

ITD and the government clients it serves are well on their way to meeting this challenge. ITD is organizing its work by skill and expertise, rather than department or divisional hierarchy, to be responsive to any information technology need throughout government. They are striving to be a knowledge and service provider focused on customer needs. The ITD Council and ITD are dedicated to assisting our state colleagues in finding new—even entrepreneurial—ways of doing things; new solutions, new service options, new organizational structures, new partnerships, all in the spirit of ensuring Iowans get more for their money.

“Powered by ITD” is how we describe our value to customers. ITD has the power, through our staff skill, innovation and commitment to customers, to make a difference in how Iowans connect with and get greater value from their government.

Diane Kolmer
Chair
Iowa Information Technology Council

customer focus



The mission of the Information Technology Department is to provide core information technology services for public-purpose organizations and articulate a vision for what can be accomplished through technology.

ITD advocates technology investments where they make sound business sense, develops and manages new service applications, and provides the standards and systems for an enterprise-wide IT infrastructure.

We carry out this mission through serving customers. This means Iowan citizens, businesses, and the State departments who serve them.

Citizens have increasing expectations of their government's ability to deliver services. Over the past three years, ITD has worked to transform itself from a "service bureau" that installs, maintains, and fixes things, to a customer-needs-based strategic partner for state government departments and external constituents looking for better ways to get things done.

"Railroads reduced the cost of shipping and made new things possible for everyone. But we had to invest to build the railroad system. It is the same with digital government: it requires investment, but all will see lower costs, better service, and new opportunities."

Source - The Center for Digital Government

ITD is providing guidance and leadership and is developing and deploying service components that are required to build the strong foundational footings for digital government. The short list of services and infrastructure required to support digital government includes:

- An identity system that integrates:
 - Birth certificates
 - Driver licenses
 - Voter registrations
 - Marriage certificates
 - Social security numbers
 - Public key Infrastructure / biometrics
 - Death certificates
- Information technology security systems & Chief Security Officer (CSO)
- Managed data storage & Storage Area Network (SAN)
- Business continuity and disaster recovery
- Web Portal
- Directory of Services & 211
- E-forms system
- Document management, imaging, and workflow
- Enterprise Resource Planning/Customer Relationship Management
- Data warehouse
- Server farm
- Geographic Information System (GIS) base maps
- Master address file
- Permission system
- Software Object repository
- E-mail
- Wide Area Network/Local Area Network technology
- Electronic payment system
- Quality assurance system
- Learning system & government “corporate” university
- E-meetings system
- Help desk support & desktop technology management

Once it is fully implemented, digital government will provide an extensive range of information and services when and where they are convenient to lowans.

digital government



Moving from paper and manual processes to “E.” ITD is dedicated to moving government service to digital systems and the high-speed connective infrastructure that supports them. This is digital government in Iowa – termed “100% E” by Governor Vilsack. 100% E will save money, increase speed, accuracy, and efficiency and improve service and value that Iowa taxpayers and other customers receive from their state government.

ITD serves as a **consultative, customer-focused** service provider, helping departments identify programs for migration to an e-platform and assisting with full-scale implementation.

All digital all the time?

Will *all* State programs and services move to 100% E? No. Some services and programs will always be performed in person. State troopers must be on the road. Nursing home inspections must happen in person. But many programs and the support services and information functions behind them can be electronically delivered. These same self-service systems enable those who provide their services person-to-person to have quicker access to more information to do their job better. 100% E simply means that all of the State’s programs and services best suited for electronic delivery should “go digital.”

Anderson Consulting estimates that every in-person or phone transaction converted to online government saves between \$40 and \$400 per transaction.

Iowa Web services move forward

Web services and pages that make up the State of Iowa’s digital services are constantly being enhanced, upgraded or rebuilt to adapt to changing needs and new ways of serving constituents.

Government-To-Government (G2G)

E-government means both G2G and government to citizen (G2C). G2G denotes e-business services that government provides within or between government entities. The focus of such services remains the same: reduce costs, improve services and make taxpayer dollars go farther.

G2G applications aim to streamline or even eliminate internal paper- and manual-based processes, administrative tasks, and rote work that consume too much time and money. Two Iowa examples show how this is working:

Justice

It is well known that each justice agency makes decisions regarding persons or cases that should be shared with other persons or agencies. Unfortunately, most systems have been developed in isolation of one another or with incompatible technologies. The result is independent systems that must share common data but cannot communicate with each other. The goal of integration is to design a secure, Web-enabled system for efficient, accurate and timely sharing of information within and between justice agencies.

Through a cooperative agreement with the Bureau of Justice Assistance and the National Governors' Association (NGA) Center for Best Practices, Iowa has launched a major initiative to integrate criminal justice information systems. ITD is part of the integrated justice planning team, laying the groundwork to establish a fully interconnected justice information system across the state.


Vehicle Dispatch

ITD was contracted by DGS Vehicle Dispatch to create and maintain a history of changes to their vehicle master file. We also developed and implemented a replacement system for their mileage reporting system. The old system required duplicate entry of data on paper copies. The new system uses data already in the system, eliminating duplicate entry. Paper reports have been replaced by a Web application each driver can complete in 30 seconds. About 2600 vehicles are reported in this mileage system.

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Government-to-Citizen (G2C)

Government-to-Citizen e-services are the other half of 100% E. Here are a few examples of what lowans can now access through www.state.ia.us:

Department of Revenue and Finance.  -services DRF's electronic service offerings now include direct electronic filing of 1040A tax returns through the Web or telephone. Soon to come will be corporate estimated taxes, sales and use taxes, motor vehicle taxes, and withholding taxes all payable online. Individual income tax payment history and corporate income tax payment history are also available online.
<http://www.state.ia.us/tax/elf/eservice.html>

Housing and Financial Assistance. This allows citizens looking for housing to find out what low-interest loans or other financial aid may be available to them.
<http://www.iowaccess.design.iastate.edu>

Health Care Facilities Report Card. This provides citizens quick access to a report card on nursing homes and care facilities in Iowa.
<http://www.dia-hfd.state.ia.us/reportcards>

Sex Offender Registry. This on-line application allows citizens to find information about the location of convicted sex offenders. <http://www.iowasexoffender.com>

Electronic Library. This application allows citizens to find out information from many news sources easily and without leaving their house. <http://www.silo.lib.ia.us/>

Historical Society Store. Allows the public to purchase "Iowa" merchandise and publications on-line and renew their historical society membership.
<http://www.iowai.net/secure/shopiowa/museum>



E-payments



ITD has developed a centralized payment engine for use by all state agencies. The payment engine will handle credit cards, debit cards and e-checks. The payment engine integrates with the state accounting system, allowing agencies to electronically deposit payments taken online into their individual accounts. The payment engine component follows enterprise standards and easily integrates into agency applications, which decreases overall development time. ITD sees the payment engine as one of the primary elements of e-government and has extended the service to other government entities in Iowa through inter-governmental agreements.

Licensing

ITD continued work toward building a sound infrastructure for online licensing, permits, and other permissions the state administers. The current infrastructure supports several online license renewals including nurses, engineers, accountants, architects and landscape architects. License renewal activity using this new electronic service is shown in the table below.

License Type	Number of e-renewals	Percentage of total renewals
Nurses	4,808	59.3%
Engineers	622	22.1%
Realtors	212	5.8%
Accountants	317	10.0%
Architects	55	8.3%
Landscape Architects	11	12.5%

In FY '02, ITD will complete the licensing system, which will facilitate “end-to-end” licensing --application, renewal, approval, and fee payment all performed online -- for agencies. Initial functions of this system include:

- ▶ License Renewal and Reactivations
- ▶ New License Applications
- ▶ Audits
- ▶ Continuing Education Tracking
- ▶ Complaint Tracking
- ▶ Discipline/Compliance Monitoring
- ▶ Exam Tracking
- ▶ Enforcement/Case Tracking
- ▶ Payment Processing
- ▶ Administration Activities
- ▶ Public Access to (license verification, online renewal, etc.) via web and/or IVR
- ▶ Standard Reports/Ability to Create Ad-hoc Reports

ITD piloted the on-line licensing system with Iowa Board of Nursing in fall of 2001.

Electronic forms

With the purchase of an “electronic forms” infrastructure in FY '01, ITD now enables departments across State government to capture data electronically, quickly and conveniently and replace cumbersome paper forms that have been used since the genesis of our statehood.

The beauty of this new electronic forms program is that data captured electronically can be electronically shared and updated throughout all state government departments. This means eventually eliminating the need to constantly take paper forms and re-key data from them into a computer system—and doing this 20 times over to conform to 20 different data systems or more—within the State of Iowa. Electronic forms can be updated quickly, without the need to ink up the printing press to produce new paper forms and dump inventories of outdated old forms in the landfill.

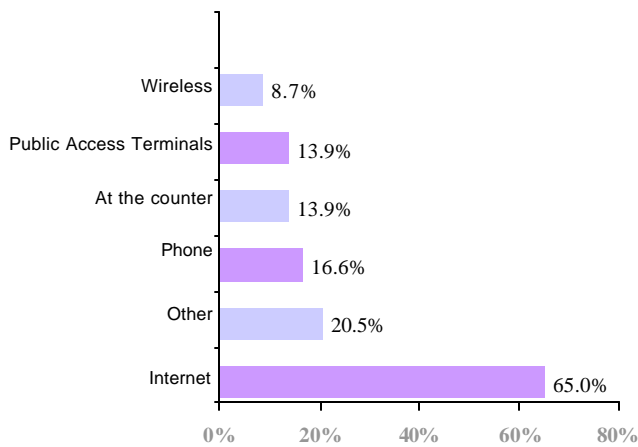
This, coupled with an updated enterprise-wide database, will eliminate vast amounts of time and manual labor, increase accuracy, and reduce mistakes. It will also allow more efficient security and privacy protection by streamlining and consolidating the data flow, creating fewer exposure opportunities for unauthorized access.

We expect many departments to begin using the State’s forms platform in the coming months and years, helping Iowa manage information flow securely, consistently and efficiently.

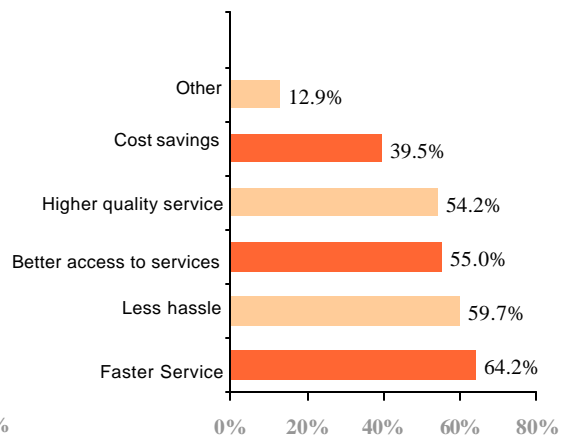
100% E: Customer Driven Performance

With nearly 400 responses from State department directors and their management teams, the first survey of e-government project ideas was completed last spring (March 2001). The charts below show how services would be delivered through the e-government project ideas submitted, and how projects would benefit customers. More than 200 of the project ideas submitted are now tracked on a project database. Based on budget resources, strategic priorities and other factors, those projects are underway with implementation or are being maintained for future consideration.

How services would be



How e-project would benefit customers



December, 2001 Status of 100% E Projects

In September and October of 2001, ITD staff met with representatives of 32 State departments, divisions, and boards that identified projects to be included in the 100% E initiative to determine the status of each project and to discuss with them how ITD can be of assistance in moving these projects forward. While budget constraints resulted in some revisions to the 100% E initiative goals, most departments expressed interest in continuing to develop and implement projects by the end of FY03.

Based on meetings with departments, the initial list of 100% E projects was adjusted. There are now 225 projects included in the 100% E initiative. Of these, 30 projects have been completed:

Name	Summary	Department
National Insurance Producer Registration	Foreign Producer licensing is for producers licensed in states other than Iowa seeking licensure here in the state.	Commerce - Insurance
Blue Sky Express	BlueExpress is a project in which securities transactions and required filings can be made via web interface with all appropriate requirements included.	Commerce - Insurance
State Electronic Rates and Forms Filings (SERFF)	This process will allow for companies to submit required documentation in a timely manner with direct feedback instead of snail mail.	Commerce - Insurance
Licensing - Architects	This is an application designed for the Dept. of Commerce to allow architects to renew their licenses through the web.	Commerce - Professional Licensing
Licensing - Accountancy	This is an application designed for the Dept. of Commerce to allow accountants to renew their licenses through the web.	Commerce - Professional Licensing
CJJP-DHS Local Planning Initiative	Collaboration between CJJP and DHS to coordinate local planning data. This project will be initially intranet-based to provide DHS with current service utilization data. Later it will be expanded to a web-based application that will enable the public to view select service utilization data.	Human Rights
E-Grant	A web-based grant submission review and monitoring process for the Title II and Title V Juvenile Justice and Delinquency Prevention Funds.	Human Rights
Client Assistance Program	Provide information to citizens with disabilities to connect them with goods and services available under the Rehabilitation Act and employment provisions of ADA.	Human Rights
E-Disability News	Division of Persons with Disabilities Newsletter.	Human Rights
Grant Central Station	To create a system for the management of grant activities within the State of Iowa.	Information Technology Department
Enterprise GroupSystems	Provide Enterprise GroupSystems Service to all requesting agencies.	Information Technology Department
100% E for TSB	Targeted Small Business applications available from the DIA web site.	Inspections & Appeals
TSB Directory has now gone E!	Put the Targeted Small Business (TSB) certification directory online. This would allow immediate access by state purchasers, TSBs, other companies, etc. who want to do business with TSBs.	Inspections & Appeals
EAB Electronic Filing	Electronic filing of appeals and briefs.	Inspections & Appeals
Claim Review & Payment System.	Attorneys file paper Indigent Defense claims for fees with the State Public Defender office.	Inspections & Appeals
Iowa Lottery Baldrige Project	A public folder was created that has a specially designed task form that is assigned solely to the public folder. The form allows lottery staff to track public comments and requests.	Iowa Lottery
IPTV Resources	Iowa Public Television has a quantity of video and educational resources (graphics, print) that are suitable for digital "on demand" delivery to learners statewide.	Iowa Public Television

Name	Summary	Department
Iowa Board of Parole Web Page	The Iowa Board of Parole web page.	Parole Board
Online benefits system	Online signup for all employee benefits, online changes to current records, electronic communication to employees about benefits.	Personnel & IPERS
Online applicant tracking	Applicant tracking system to allow applicants to apply for state jobs over the Internet and for hiring supervisors to be able to view applications over the Internet.	Personnel & IPERS
Benefits Estimate Calculator	Creating an Internet-based calculator that will assist members in financial retirement planning.	Personnel & IPERS
Board of Pharmacy Examiners Web Site	Online Board activity information.	Public Health
Retailer Data Base	Provides an on-line database of all retailers registered for sales tax. This will allow taxpayers to verify the information and retailers to verify exempt customers.	Revenue And Finance
Combined Business Application	Provides taxpayers with an on-line application to obtain tax permits, tax registration and to register to obtain corporate and partnership income tax returns.	Revenue And Finance
Web Tax Pay Site	Allows customers to establish EFT payments for individual estimate payments from our web site.	Revenue And Finance
EServices	Enables businesses filing sales and withholding returns to file and pay the tax due electronically.	Revenue And Finance
Treasurer of State Web Hosting Servers	Web host Treasurer of State's three servers in server farm.	Treasurer Of State
Employment Registration	A method for capturing information about customers for job matching and related employment and training services.	Workforce Development
OSHA Consultation and Education	Permits employers, employees, and the public to request occupational safety and health consultation and education services via the internet. Services include request for consultation visit, information, publications, training materials, etc.	Workforce Development
Employer Filed Claims	Allows employers and union apprenticeship representatives to file unemployment insurance claims for their employees/members using cartridge/diskettes or electronic file transfer.	Workforce Development

s e c u r i t y

A new era of information security is taking root, with many complex and even conflicting priorities abounding. Before September 11, 2001, the State of Iowa along with many other public and private enterprises, was focusing on ways to shape our information system that allows citizens electronic access to their government while securing and protecting individual citizen information from unauthorized sources.



Since September 11, the State has continued to work toward citizen protection while at the same time increasing the focus on ways to enable law enforcement and justice entities to more easily access and exchange information to ward off current and potential threats. Health, Transportation and other State departments will also be integral links in contributing to information management solutions that can fortify Iowa's security planning and execution.

ITD, through its [Enterprise Information Security Office](#), is closely involved in establishing strategic technology tools and recommendations for the Governor's new Office of Homeland Security, headed by Ellen Gordon, newly appointed Iowa Homeland Security Advisor.

We don't yet know all this will entail. What we do know is that Iowa must not only think of new approaches to potential new problems, it must rethink the current state of operations in information management.

For example, what information should be available online about Iowa's energy, telecommunications or water infrastructure? What is the digital security protocol for any or all operational access to those systems? Should emergency or crisis response plans be publicly available? Or might that give would-be saboteurs more assistance in concocting a plan?

While Iowa supports the spirit of open access to government along with fair and full disclosure of public information, we must also reconsider the need to balance those democratic virtues with a heightened need for public safety.

Identity Security

ITD is examining several new measures to strengthen information security both within government enterprises and among lowans who do business with their government. This involves new ways to authorize computer users working with highly sensitive state information. [Biometric authentication](#) is one example. Through such a tool, computer users would be required to take an iris scan (an optical scan of the iris within the eyeball) or a digital finger print scan to gain access to computer systems.



be supplied with a “public key,” an indecipherable complex string of letters and numbers that would serve as a unique “digital signature” to be used when engaging in an electronic transaction.

See the box at the right for more information on public key cryptography. ITD recently awarded a contract public key infrastructure development to begin putting this concept into action.

Partnerships and Outreach

The ITD Security Office is partnering with the [Emergency Management Division](#) (EMD) of the Department of Public Defense to protect Iowa’s critical infrastructure. Critical infrastructures are those infrastructures vital to the daily lives of lowans and their economic well being and the continuity of government. The eight primary infrastructure categories are computer systems, telecommunications, electric power, gas and oil storage and transportation, banking and finance, transportation, water supply systems, and emergency services.

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On a larger scale, Public Key Infrastructure (PKI) is an encryption technology which will be useful for lowans interacting electronically with the State. At their request, citizens would

PUBLIC KEY CRYPTOGRAPHY

The most important thing to know about public key cryptography is it relies not on a single key (a password or a secret "code"), but on **two keys**. These keys are numbers that are mathematically related in such a way that if either key is used to encrypt a message, the other key must be used to decrypt it. Also important is the fact that it is next to impossible (with our current knowledge of mathematics and available computing power) to obtain the second key from the first one and/or any messages encoded with the first key.

By making one of the keys available publicly (a *public key*) and keeping the other key private (a *private key*), a person can prove that he or she holds the private key simply by encrypting a message. If the message can be decrypted using the public key, the person must have used the private key to encrypt the message.

Note that it is critical that private keys be kept private! Anyone who knows the private key can easily impersonate the owner.

Source: [Globus Project, Univ. of Chicago.](#)

A Critical Infrastructure Assurance Coordinator has been named and is actively involved with EMD and the Governor's Domestic Preparedness Working Group.

As part of ITD's security outreach, we hosted a Cyber Terrorism seminar for personnel associated with Iowa's critical infrastructures. This seminar was held at the STARC Armory and attracted statewide personnel from all eight critical infrastructures. The keynote speaker was John Tritak, the Director of the federal government's Critical Infrastructure Assurance Office, and other speakers including representatives from the [National Infrastructure Protection Center](#).

Business Continuity & Information Assurance

The Security Office now includes the business continuity function within its responsibilities. Information assurance depends upon not only protecting information, but also on detecting, responding to, and recovering from electronic events.

The Security Office has a Certified Business Continuity Planner who will be working on an enterprise business continuity plan over the next fiscal year while planning for off-site hot, warm, and cold disaster sites. This year, the office developed an electronic system to automatically update many documents used for contingency planning throughout the department. These documents include emergency evacuation procedures, the department's organizational chart, essential employees and their backups, contract staff and interns list, LAN distribution lists, and various phone lists.

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business process redesign and return on investment

Anyone can buy technology. Not everyone uses it to its fullest potential. Two key steps can help ensure that technology truly does what it's meant to do:

1. Make sure that the business process—what actually gets done day-to-day within a department or division—is truly as efficient and productive as possible. Once the redesign of the process is complete, then an electronic solution is introduced. Applying electronic applications before a business process is fully updated is simply adding layers of software to outmoded processes, potentially creating *more* costs in the long run.
2. Chart a Return on Investment for a chosen technology solution, to tangibly pinpoint the total financial benefit of a redesigned, electronically enhanced operation.



Business Process Redesign

In the past year ITD, in partnership with the Iowa Department of Management and the Governor's Office, conducted introductory workshops Business Process Redesign (BPR) for state agencies. Using government planning and systems [experts from Harvard University's Kennedy School of Government](#), the training gave a strategic overview of BPR methods, then delved into three months of week-by-week research, planning, and writing instruction on re-engineering business operations.

State of Iowa programs and departments taking part in the intensive instruction include:

- Common Intake/Data Warehouse
- E-procurement
- Foster Care Review
- Income Maintenance/Promise Jobs
- ITD Software Development
- Licensing
- Veterans Home – Resident Records

The Iowa Method

The approach for this BPR analysis is called the “Iowa Method,” as it was developed exclusively for our state by the Harvard team. This six-step planning tool consists of:

1. Preliminary process definition & scoping

Major steps, options, guesstimates on cost, value, implementation, strategic impacts, and early search for needed sources of information.

2. Best practice and benchmarking

Secondary research on what other departments and organizations are doing—inside and outside of Iowa

3. Cost reduction analysis

Critically examining specific services that can be scaled back, redesigned to be less resource or labor intensive, or eliminated altogether. Also includes looking at rules or administrative layering that impede service quality and efficiency with very little, if any, public policy value.

4. Customer service analysis

Is there a demonstrative cost decrease to customers—or to a department—while maintaining or even improving service levels? This means not just fees or other liquid costs, but all areas that constitute a resource expenditure: time/distance, people, materials, and infrastructure. Or, can service levels—output, productivity, quality—be improved within the current cost structure by deploying new assets or reconfiguring current resources?

5. Transitional analysis and strategic fit analysis

What will it take to make the transition? This factors in new system installation time, training and testing, staffing/management/organization transitions, budgeting and financial schedules, and related adjustments. Also, how does the project impact long-term objectives and how does it fit with the larger mission of a department, division or State government?

6. First draft proposals followed by feedback and finals

Feedback from the Harvard team, Department of Management and the Governor’s office help shape and direct future iterations.



A Simple BPR Example...That Can Happen Today

“Electronic forms” is an ITD priority. ITD has acquired an electronic forms product, called Accelio, available throughout all areas of State government. Converting from paper forms to electronic form can produce *extraordinary cost savings*, as outlined in the following example:

State Department A:	1000 employees
Paper form used:	Bi-Weekly time sheet
Number of forms filled out each year:	26,000 (1000 employees x 26 pay periods)
Printing and storage costs:	\$3.00 per form
Filing, processing and keying costs:	\$29.00 per form
Total cost per paper form:	\$32.00 per paper form
<u>Total dept. cost for all paper timesheets:</u>	<u>\$832,000</u>
Electronic form used:	Weekly time sheet
Printing and storage costs:	\$1.00 per form
Filing, processing and keying:	\$5.00 per form
Total cost per electronic form:	\$6.00
<u>Total dept. costs for all electronic timesheets:</u>	<u>\$312,000</u>
Investment needed for conversion to electronic forms: (installation, training, software license, maintenance)	<u>\$229,596</u>
Return on Investment – Year One:	<u>\$520,000 (226+ %)</u>
Return on Investment – Year Two:	<u>\$520,000</u>

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Return on Investment

Technology funding requests have now been directed through a [Return on Investment](#) process facilitated by ITD's Enterprise Quality Assurance Office. The process involves departments completing a very structured, data-oriented ROI application form that focuses on direct cost/benefit analysis and specific measurements as to a technology application's total payoff to the State.

The application is formally reviewed, deliberated on, and ranked in priority by the Information Technology Council, the policy and strategic oversight body for the Information Technology Department. Projects with the highest priority ranking are then recommended for funding.

In FY '01, the ROI and Pooled Technology funding processes saved Iowa \$2.4 million in costs by combining similar IT projects and consolidating systems and expenditures.

For FY '02, 40 IT funding applications were reviewed, with 20 receiving funding.

This [widely acclaimed](#) ROI process is an objective, disciplined, performance-based approach to qualifying and critically gauging potential technology solutions. Technology projects submitted for ROI review by State departments have been thoughtfully and thoroughly prepared with sound planning and research. The job of ranking and approving projects has been difficult. However, with increasingly limited funding available, such disciplined critical analysis will become even more important for Iowa in the years ahead.

Prior to finalizing ROI Program requirements for FY03, ITD's Enterprise Quality Assurance Office worked with state agency chief information officers and their staffs to comprehensively review and improve the program. This review included general program requirements, the evaluation process, and program training. In eight different sessions, approximately 150 state employees were trained.

enterprise empowerment

The nut and bolts of business operations inside State government have historically been structured in Byzantine, segregated computer systems that don't talk to each other and have their own unique user requirements. This has not been by design. State departments simply want to do what's best for their constituents the best way they know how, but must do so with dedicated information systems that have been in place for many years. Many times, it's simply easier to add something or tweak something within a business system to get what is needed.



With new demands for service efficiencies now more important than ever and with new, cost-effective technologies that can seamlessly integrate and widely distribute state-of-the-art computing power, many of our State department customers are asking that we help them re-engineer the way they manage information.

The ongoing result of this re-engineering mandate—a long-term process in which new achievements and results will continually emerge—is a significant shift in what gets done and how it gets done in State government. The chart below shows how this shift is occurring:

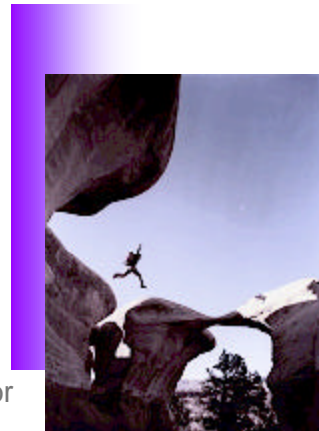
Data inputting or endless "keying" and "re-keying"	→	One-step data capture that is secure and electronically transportable across multiple systems
Voluminous mail and paper document production	Replaced	Electronic posting, publishing and transactions on open systems
Requesting and retrieving reports through inter-department manual production and distribution	With	User self-service; accessing data and creating your own reports digitally in your own style and format from remote locations.
Waiting overnight or days for linear batch computer outputting	→	Real-time, distributed computing with users controlling the output product.

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This approach—called [Enterprise Resource Planning](#)—truly empowers the “enterprise” -- state government and the people it serves. Two key elements in this ERP approach are data warehousing and storage area networks.

Accessibility

Web enabled government services for customers must also mean Web access for customers with disabilities. In the design of Web sites, accommodating those with visual or hearing impairment or limited hand dexterity means using new Web authoring training and tools. ITD’s Digital Government Division with assistance from our Office of IT Innovation this past year created a Web site to instruct state Web designers -- or any other Web master for that matter -- on techniques and technologies for designing Web sites that are “barrier free.”



The site is located at <http://www.state.ia.us/government/its/Accessibility/index.htm> . “Barrier-free Web design” allows Web pages that are visually appealing and still permit full access by users with disabilities.

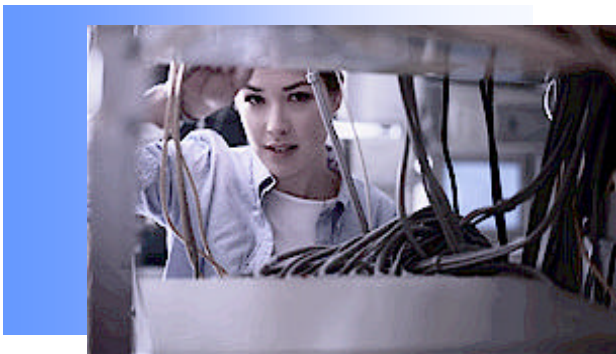
Resources included in the ITD Accessibility site include instruction on tagging visual objects with text descriptions so that automated screen “readers” will pick up the visual descriptions when translating page content into audio output. Other tips include making sure hyperlinks are easily activated with key strokes in place of a mouse, or tagging audio files with easily found text translations or captioning for those with hearing impairments.

In addition to creating this Web-based resource, ITD has conducted a number of in-person training sessions for state employees. We plan to continually expand our reach in research and training on Accessibility, so that all Iowans and all State employees can “go digital” to whatever extent they desire.

Data Warehouse

With Iowa's Enterprise Data Warehouse users have the ability to look at large sets of data in an integrated fashion to support a variety of requirements such as quick look up of summary information, trending information over time, analyzing information from multiple sources to gauge impacts, and analyzing large data sets for anomalies.

Current users include Criminal and Juvenile Justice Planning (CJJP), Department of Human Services (DHS), and Department of Revenue and Finance (DRF). Each group uses the enterprise platform in unique ways based on the needs of



their organization and other users of their databases. CJJP collects court crime data from the Justice Branch on a monthly schedule. This data is accessed by users from several different organizations for needs such as answering legislative impact statements.

DRF can scan bulk tax data to look for under- and non-filers. DRF has recouped over \$6 million since the inception of its program. DHS uses databases to support reporting requirements for Temporary Aid to Needy Families, Individualized Services Information System, and also provides access to case and service workers through bundling details on their cases.

The Enterprise Data Warehouse enables two critical activities: combining data from diverse IT systems within an organization and sharing data across organizational boundaries. Currently, many organizations can share data only by using outdated manual extraction and dissemination methods. By using a data warehouse, data extraction and updating is streamlined and an organization can authorize other personnel to access data directly and generate analysis. This saves significant time and resources.

Storage Area Network

A storage area network (SAN) provides dedicated high-speed, long-distance network access to large volumes of data...a dedicated, centrally managed, secure information infrastructure, which enables wide interconnection of servers and storage systems. A SAN creates value by:

- Facilitating universal access and sharing of resources.
- Supporting unpredictable, explosive information technology (IT) growth.
- Providing affordable 24 x 365 availability.
- Simplifying and centralizing resource management.
- Improving information protection and disaster tolerance.
- Enhancing security and data integrity of new computing architectures.



ITD has completed the first phase of a three-phase implementation for a Storage Area Network. We've procured the system and have been migrating large and small State agencies to the SAN. Phase 2, which is just beginning, will see more State departments throughout Iowa locating data on the Network. Secure, flexible and communication-enabled data storage will help state government operate more efficiently.

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21st century learning infrastructure

ITD's client work in the [multimedia arena](#) is a prime example of ITD fulfilling its role as a customer-needs-based strategic partner for state government departments and external constituents looking for better ways to get things done. We currently market, administer and maintain 355 information technology courseware offerings online through a Web-based library for all state employees seeking training.

ITD has also produced:

- ▶ seven courseware modules for the Iowa Department of Corrections for online training
- ▶ streaming video for Iowa Public Television's online program selection
- ▶ streaming files for on-demand viewing of the Governor's "Iowa Perspectives" cable television show

These are prime examples of digitizing Iowa's knowledge base for greater convenience, accessibility and enrichment.

Beginning in January, 2002 the [AccuNet™ /AP® Multimedia Archive](#) will be available to all K-12 schools in Iowa. The AP® Multimedia Archive is the most extensive online collection of copyright-released multimedia material available, and is a result of ITD and the University of Northern Iowa's collaboration on Iowa's 21st Century Learning Infrastructure initiative for distance learning and teaching enhancement through technology. Content can be used across the curriculum and includes:



PHOTOS - Over 750,000 Associated Press photos with original captions from the 1840s until a minute ago.

TEXT - Over 700,000 full-text articles detailing events at the time they occurred, as reported by the Associated Press staffers.

AUDIO - Over 500,000 searchable audio clips dating back to the 1930s, with clips as recent as 48 hours. Over 300 news, sports, entertainment and business clips are added to the archive each day.

GRAPHICS - Thousands of informative AP graphics including diagrams, maps, charts, logos, and more.

Individually supplying schools with this depth and richness of learning content through conventional magazines or books would be prohibitively expensive.

ITD's hands-on skills, spirit of customer care, and technology resources help Iowa strategically harness the power of multimedia and an array of other digital solutions for a wide span of customers: our state departments and the citizens, businesses, employees and learners they serve.



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i n f o r m a t i o n t e c h n o l o g y a n d I o w a ' s e c o n o m y

So what does Iowa's government IT system have to do with job and income growth, business attraction and prosperity—in short, the standard of living and quality of life—in Iowa?

Plenty.

Start with digital government. Iowa's ability to serve business customers in a modern, streamlined, fast and efficient manner has an impact on companies considering whether to locate or remain in the state. If an insurance company sees that agent licensing, tax filings and payment transactions, fleet vehicle registrations, continuing education credits, workforce recruitment, and other services can all be carried out electronically—end to end—company executives will form an impression about Iowa as a place to do business and reduce costs.

Similarly, if a prospective resident can transact an array of business items with the state electronically from home or work, can tap into online coursework for career or personal development, and can see their children accessing an enriched curriculum at school through innovative Web offerings, that also makes an impression about Iowa as a place to live, work and receive an education.

ITD is committed to helping Iowa build and enhance this digital service environment.



The Iowa Alliance for Advanced Telecommunication Services (AATS)

Growth in digital services must be accompanied or even predicated by growth in the digital infrastructure that powers and distributes those services. Advanced telecommunications, whether land-based or wireless, must be in place throughout the State to accommodate the growth of our economy and digital government.

This past year the Governor and Lt. Governor, ITD, The Iowa Department of Economic Development, ICN, and a group of telecommunications companies based in Iowa or doing business here formed the Iowa Alliance for Advanced Telecommunications.

ITD provides technical advice and research assistance to support the work of

the Alliance. The mission of the Alliance is to accelerate the installation of advanced and high-speed telecommunications channels – both wired and wireless - through all parts of Iowa. (In telecommunications, the term “advanced” means data upload and download speeds of at least 200 kilobytes per second.)



The Alliance presented its annual report in January, 2002. In the report are:

- ▶ research results on Iowans' needs for and experiences with advanced telecommunications;
- ▶ ideas on ways to bolster demand for services that would in turn speed up the pace of advanced service deployment;
- ▶ public policy recommendations that would generate greater interest and investment—both public and private—in advanced telecommunications infrastructure
- ▶ an examination of new public/private partnerships in furthering Iowa's public purpose telecommunications achievements

The report is available online at :

http://www.state.ia.us/governor/news/2002/january/tele_usage/index.html

When businesses, citizens, and institutions in any part of Iowa can easily and affordably access reliable, high-quality advanced telecommunications services that connect Iowans to each other and the world and let them share information in seconds rather than hours, we will have arrived as a true, digitally empowered state.

i t d d e p a r t m e n t a l f i n a n c i a l s

Appropriation Unit	FY01 Actual	FY02 Estimated	FY03 Requested
General Operations (appropriations C65)	\$ 4,656,371.00	\$ 3,492,888.00	\$ 3,492,888.00
Receipts	\$ -	\$ -	\$ -
Reversion	\$ -	\$ -	\$ -
Net expenditure	\$ 4,656,371.00	\$ 3,492,888.00	\$ 3,492,888.00
Enterprise Pooled Technology (fund 0113)	\$ 19,135,321.00	\$ 13,000,000.00	* \$ 74,528,085.00
Carry forward	\$ -	\$ 3,237,353.00	\$ -
Receipts	\$ -	\$ -	\$ -
Net expenditure	\$ 16,131,917.00	\$ 16,237,353.00	* \$ 74,528,085.00
IT Operations Revolving Fund (fund 0123)			
Beginning Balance	\$ 3,334,503.00	\$ 883,817.00	\$ 900,000.00
Receipts thru 9/1	\$ 13,189,823.00	\$ 22,716,183.00	\$ 22,716,183.00
Expenses thru 9/1	\$ 14,896,219.00	\$ 22,700,000.00	\$ 23,500,000.00
Ending Balance	\$ 1,628,107.00	\$ 900,000.00	\$ 116,183.00
Less Accounts Payable plus Accounts Receivable (reported to GAAP)	\$ 744,290.00	\$ -	\$ -
Net Fiscal Year Balance per GAAP (Receipts and Appropriations less Expenditures)	\$ 883,817.00	\$ 900,000.00	\$ 116,183.00
IOWAccess (Fund 0297)	\$ -	\$ -	\$ -
Carry forward	\$ 39,407.00	\$ 42,983.08	\$ -
Receipts	\$ 1,024,786.00	\$ 1,024,100.00	\$ 1,024,100.00
Net expenditure	\$ 1,021,209.92	\$ 1,067,083.08	\$ 1,024,100.00
Total Agency Revenues & Expenditures			
** General Fund Appropriation C65	\$ 4,656,371.00	\$ 3,492,888.00	\$ 3,492,888.00
** Enterprise Pooled Technology Spending	\$ 16,131,917.00	\$ 16,237,353.00	**\$ 74,528,085.00
Operations Revolving Fund (net receipts & expenditures)	\$ 15,640,509.00	\$ 22,700,000.00	\$ 23,500,000.00
IOWAccess (net receipts & expenditures)	\$ 1,021,209.92	\$ 1,067,083.08	\$ 1,024,100.00
Total Expended (or estimated)	\$ 36,428,797.00	\$ 42,430,241.00	\$101,520,973.00

* Total of Pooled Technology Requests for Funding.

** ITD Operations is a vendor to ITD Appropriations C65 and the Enterprise Pooled Technology Fund. As such, some amounts in ITD Operations receipts are from those areas.

Even though information technology has become a support or delivery component for virtually every essential business function within state government, general fund appropriations to the enterprise information technology entity* has steadily declined since 1992. If the FY92 appropriation had kept pace with inflation, it would equal \$8.7 million in FY02 (see calculation below). However, it was only \$3.5 million, meaning a loss of \$5.2 million (or 60%) of the general fund appropriation over the past 10 years.

	Receipts	Appropriations (appropriation minus reversions)	Total Budget (Receipts + Appropriations)
FY90	\$ 3,162,922	\$ 5,658,812	\$ 8,821,734
FY91	\$ 3,149,421	\$ 6,686,131	\$ 9,835,552
FY92	\$ 4,074,042	\$ 6,703,698	\$ 10,777,740
FY93	\$ 5,083,948	\$ 5,877,435	\$ 10,961,383
FY94	\$ 5,683,322	\$ 5,217,522	\$ 10,900,844
FY95	\$ 6,481,012	\$ 5,298,180	\$ 11,779,192
FY96	\$ 5,887,061	\$ 4,751,679	\$ 10,638,740
FY97	\$ 5,032,645	\$ 4,528,721	\$ 9,561,366
FY98	\$ 6,193,100	\$ 4,818,924	\$ 11,012,024
FY99	\$ 10,788,000	\$ 4,678,978	\$ 15,466,978
FY00	\$ 13,776,275	\$ 4,802,289	\$ 18,578,564
FY01	\$ 13,189,823	\$ 4,656,371	\$ 17,846,140

FY92 Appropriation Adjusted for Inflation through 2001

$$\text{Appropriation}_{1991\$} \times (\text{CPI}_{2001} / \text{CPI}_{1991}) = \text{Appropriation}_{2001\$}$$

CPI = Consumer Price Index

$$\$ 6,703,698_{1991\$} \times (176.6/136.2) = \$8,692,166.42_{2001\$}$$

* (Centralized Data Processing through 1995; Information Technology Services from 1996 to 2000; and the Information Technology Department from 2000 to the present).

the government performance project (gpp)

Every two years, beginning in 1999, all 50 states are being evaluated in five areas of management. This effort, funded by a grant from the [Pew Charitable Trusts](#), began in 1997, when groups of experts were convened to help develop reasonable criteria for assessing the way each state

handles its financial management, capital management, human resources, managing-for-results efforts and information technology. The team assigned to this project is comprised of reporters, researchers and writers at *Governing* magazine and at Syracuse University's [Maxwell School of Citizenship and Public Affairs](#). In 1999, Iowa's overall grade in the area of information technology was C+.



2001 gpp national assessment of information technology

“In all of the areas surveyed, change occurred most noticeably in information technology management, a high-priority target. Most states now have a Chief Information Officer to ensure technology business gets done right. Additionally, states benefited enormously from resources devoted to preparing for Y2K. For example, Kansas made great strides with wide replacements of human resources, budget, accounting, and other information technology systems. Another trend associated with successful information technology systems is that strategic plans are in place and integration exists with other functions such as financial management and human resources management. Virginia, for example, has sophisticated information technology systems that integrate capital management and financial management systems. In the area of human resources management, a key trend is that workforce planning is a high priority with just about every state in order to prepare for long-term personnel needs. Iowa is an example of a state that has made sweeping changes for recruitment, compensation, and succession planning to get and keep highly qualified employees.”

Source: Governing Magazine, February 2001

2001 gpp grade

2001 IOWA INFORMATION TECHNOLOGY GRADE: **B**

Legislation enacted last year has enhanced the coherence of Iowa's IT structure. For the first time, the CIO holds a statutory position, and has been given authority to require interoperability of new IT systems. It is now abundantly clear to all agencies that before they procure anything, they must go to the IT department, submit a description and make sure the purchase fits with the state's standards. What's more, the state is requiring post-implementation review of new projects to see if they actually deliver on their promised benefits.

Iowa is also poised to adopt an entity-wide IT architecture. "It's out for comment, because we want to work collaboratively with state agencies and ensure compatibility with the federal government," says Tom Shepherd, director of the Office of IT Innovation in the Information Technology Department.

c o m m e n t o n t h e f u t u r e



A Lean, Agile Machine

That is what State of Iowa service delivery strives to be; strength, agility, and performance that gets results. Iowa’s technology infrastructure is on its way to achieving that new level of performance. But it will take investment, top performers and the commitment to stay the course.

Tapping digital solutions for state government is not a new concept. Computers and software have been in use for a long time throughout government enterprises.

What is new is the imperative to deploy technology on a wide scale such that Iowans and Iowa businesses can dramatically change the way they interact with government; government services available 24/7, anywhere, through a variety of channels; phone, desktop, wireless device, or handheld computer.

A recent ranking of state digital government capabilities by the Center for Digital Government, the Progress and Freedom Foundation and *Government Technology* magazine placed Iowa at number 20, compared to other states. Iowa’s rankings in specific digital government application categories are as follows:

Application	Iowa’s Ranking
Electronic Commerce	28
Taxation/Revenue	21
Law Enforcement and the Courts	17
Social Services	37
Digital Democracy	22
Management/Administration	14
Higher Education	8
Elementary and Secondary Education	36

Obviously, Iowa has the potential to make great strides in its digital offerings. And such strides can and should include much more than an array of web services for those with the resources to own computers. Digital government means making government services more accessible to people without computers or email addresses, those with limited means or who have little if any computer skill. Iowa's outreach to bring convenience and customization of services must extend beyond the "installed base" of wired Iowans.

As part of a long-term "Customer First" initiative [The City of Westminster](#) in England is installing 30 electronic kiosks throughout the city so people can find public transit information, pay parking fines, or explore local job openings.* Research shows 70% of the users are poorer, less educated individuals; up to one-third are unemployed.

Other government service delivery systems that complement or extend electronic channels to reach and serve Iowans while streamlining administrative overhead must be explored:

- ▶ State service providers equipped with mobile work systems;
- ▶ specialized "retail" locations that combine a variety of government service offerings;
- ▶ distance learning that is more widely distributed;
- ▶ greater use of telephone-enabled services connected to powerful data centers.



These are all approaches that must be examined as Iowa takes on greater challenges in meeting greater service demands with limited resources.

Source: British Broadcasting Corp., Westminster City Council

c u r r e n t a n d f u t u r e a c t i v i t i e s

The Information Technology Department is engaged in the **research, development, implementation, and maintenance** of the following projects and processes to improve the operational efficiency and support electronic services across state government.

- A project management office that will:
 - Implement an e-service request and change management system that will track all new requests for service as well as changes to existing projects.
 - Provide a way to monitor all project deadlines by functional area (avoiding agency resource over-commitments and missed deadlines).
 - Create a process that comprehensively identifies, quantifies, and tracks all agency resources committed to an activity (research, development, maintenance, etc).
 - Provide on-going education and training in project management.
 - Implement a version management and change management system to track the various software releases and manage the communication and transition of these releases to our customers.
 - Create standardized project plans that define the scope, requirements, and success criteria and promote the use of the project plan consistently throughout state government.
 - Aggressively prioritize projects to maximize value to the state and its citizens.
 - Institute knowledge management practices to capture the institutional knowledge of the state's employees.

- A marketing and communication plan for agency customers, legislators, business partners, citizens, and employees; this plan will:
 - Define and describe specific products and initiatives that the Information Technology Department will provide in support of Digital Government.
 - Focus on the development of services that best meet the state's business needs; review new technology ideas for potential products with the view of what will provide the greatest value to the state and its citizens.
 - Ensure that all agency communication is coordinated in such a way that information is distributed proactively, equitably, and completely.
 - Educate Iowa's policymakers and other stakeholders on the importance of the 100% E initiative.
 - Conduct enterprise workshops and training to promote 100% E initiatives, to provide updates, and to improve the Information Technology Department's communication to other agencies and branches of government.



- Create and maintain the hardware, software, and network infrastructure necessary to support legacy governmental services, Digital Government and other enterprise initiatives by:
 - Implementing Personal Key Identification project (PKI) to ensure appropriate security over identity when conducting on-line transactions
 - Evaluating and acquire tools to support information technology architecture and Project Management Office initiatives
 - Evaluating and acquire data base performance monitoring tools
 - Creating redundant network communication feeds to digital government servers.
 - Implementing a relational data base on the mainframe to utilize its reliability and processing power in large scale initiatives.
 - Integrating solutions to support standard methods to ensure the successful sharing of data. This would use the technologies currently deployed or under development such as public key infrastructure, Jet Form electronic forms, an electronic payment engine for accepting credit cards and e-checks, and the Storage Area Network (SAN).
 - Maximizing the reuse of software application components through a software library system.
 - Creating an effective and efficient internal Domain Name Structure (DNS) to support state web pages.
 - Implementing a third party verification process for the state's IT infrastructure to ensure maximum reliability throughout the IT environment.
 - Increasing reliability by creating a fail-over connection to the Internet for critical applications
 - Develop certification program to assess applications and infrastructure against set quality guidelines to ensure quality

- Develop a comprehensive plan for managing and developing personnel resources to meet the technical requirements of digital government.

- Create, implement, and maintain an enterprise view of identity and authentication (i.e. infrastructure, application architecture, data sharing, etc.).
 - Define "security strategy" for individual identity records issued and maintained by state government.
 - Obtain executive support/conceptual approval for Identity strategy recommendation.

- Develop and deploy systems to track and report on enterprise resources that will:
 - Provide metrics to calculate enterprise expenditures and savings, factoring in ROI (Return on Investment), technology standards, shared resources, and enterprise offices, activities, and offerings.
 - Contain Enterprise Resource Planning (ERP) components for budget preparation, e-Procurement, accounting, purchasing, fixed assets, and Human Resource/Payroll/Employee Benefits. This plan will be phased-in over a five year period.
 - Support for GAAP Implementation to bring state systems into compliance with Government Accounting Standards Board Statement 34. (GASB 34 requires State and Local Governments to present a Statement of Activities as part of their general purpose financial statements. In the Statement of Activities, governments are required to report program revenue separate from general revenue.)

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[t e c h n o l o g y c o u n c i l](#)

Diane Kolmer – Chair

West Des Moines

David Bolender

Johnston
Executive Director
Iowa Public Television

Carol French-Johnson

Cedar Falls
Chair – IOWAccess Advisory Council

Robert Tibor

Cedar Rapids
Governor’s Science and Technology Advisor

Tommy Thompson

Johnston
Executive Director
Iowa Communications Network

Rose Vasquez

Des Moines
Director
Iowa Department of Human Rights

Sen. Mary Lundby

Marion
Iowa Senate

Cynthia Eisenhauer

Des Moines
Director
Iowa Department of Management

Sandra Glenn

Cedar Falls

Betsy Brandsgard

Davenport

Tim Lapointe

Mason City

Larry Murphy

Des Moines
Iowa Judicial Branch

Rep. Steve Falk

Stanley
Iowa House of Representatives

Rep. Bill Dix

Shellrock
Iowa House of Representatives

Richard J. Varn

Des Moines
State of Iowa Chief Information Officer
Director of Information Technology

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profile of itd services

available to intra-government clients

- ▶ [Accessibility and Section 508 requirements assistance](#)
- ▶ [Application programming](#)
- ▶ [Business Process Redesign consulting](#)
- ▶ [Data warehouse](#)
- ▶ [Digital government platform planning and implementation:](#)
 - [Electronic information management through enterprise-wide forms platform](#)
 - [Electronic licensing platform](#)
 - [Payment engine – platform for online financial transactions](#)
- ▶ [Education and training](#)
- ▶ [Knowledgware: online courses & training accessible 24/7](#)
- ▶ [Media services: streaming video, content development](#)
- ▶ [Procurement assistance: consultation, RFP/RFS help, vendor and product research](#)
- ▶ Online meeting and collaboration tools
- ▶ [Research: custom and syndicated research, conference and analyst contacts, site visits](#)
- ▶ [Return On Investment preparation assistance](#)
- ▶ Storage Area Networks: shared electronic storage and management for cost savings
- ▶ [Strategic planning and development consultation for IT and related objectives](#)
- ▶ [Web development and hosting](#)

itd in the news

The Des Moines Register

“A horse and a file cabinet”

April 28, 2001
Richard Varn guest editorial

Government services to taxpayers could be so much cheaper, simpler, faster, use less materials and energy and provide richer, clearer, more easily accessed information and results. We're talking about a multitude of services delivered through citizens' computers or phones anytime, anywhere, with all the necessary security, privacy and disability access built in."



“Iowa Uses ROI to Transform Its Vision of Good Government”

September/October 2001

“Our governor and legislature have made ROI law—not just for IT but for everything,” says Paul Carlson, Director of Enterprise Quality Assurance within the state’s Information Technology Department. “We have demonstrated that a standardized, enterprise-wide approach to assessing return is possible. This program forces us to be more thoughtful about how we spend public funds.”



“States Learn to Share”

November 2001

“Richard Varn, Iowa’s CIO, said that if something is built for state agencies it ought to be shared with local jurisdictions, especially since people tend to identify more with their local government than with state government.

“The opportunity this presents is for enterprise resources being used to deliver government services efficiently through that local point of presence, whether it's a Web presence or a physical presence,” Varn said. “We have offered to give the code [to the e-payment engine] to any Iowa government unit. [We're] just looking for opportunities where we're not stepping on local governments' toes. We're giving them a service or an opportunity to cut their costs and ramp up a little faster into electronic government.”



“The Privacy Panic”

December 2000

“Iowa's CIO argues that disclosure of purpose is the most important issue of all. He says government has to do a better job letting people know what information it wants to collect, why it wants to collect it and what it intends to do with it. “You have to publicly announce it, talk about benefits and explain the choices people face,” Varn says. That hardly sounds like a revolutionary idea, but in fact it implies a substantial change in the way most states operate.”

index of hyperlinks

Multimedia arena

<http://www.infoweb.state.ia.us/knowledgecomm/>

AccuNet™ /AP® Multimedia Archive

<http://www.infoweb.state.ia.us/eteacher/>

ITD Accessibility Web Page

<http://www.state.ia.us/government/its/Accessibility/index.htm>

Department of Revenue and Finance e-services

<http://www.state.ia.us/tax/elf/eservice.html>

Housing and Financial Assistance

<http://www.iowaccess.design.iastate.edu>

Health Care Facilities Report Card

<http://www.dia-hfd.state.ia.us/reportcards>

Iowa Sex Offender Registry

<http://www.iowasexoffender.com>

Electronic Library

<http://www.silo.lib.ia.us/>

Historical Society Store

<http://www.iowai.net/secure/shopiowa/museum>

Enterprise Information Security Office

<http://www.itd.state.ia.us/security/>

Biometric Authentication

<http://www.biometrics.org/>

Emergency Management Division

<http://www.state.ia.us/emergencymanagement/Attack/AttackMain.htm>

Globus Project – University of Chicago

<http://www.globus.org/about/>

National Infrastructure Protection Center

<http://www.nipc.gov/>

Return on Investment

<http://www2.info.state.ia.us/roi/index.html>

Harvard University Kennedy School of Government

<http://www.ksg.harvard.edu/taubmancenter/>

Enterprise Resource Planning

<http://www.state.ia.us/government/its/ERP/index.htm>

City of Westminster, England; Electronic Government

http://www.westminster.gov.uk/egov/ieg_summary.cfm

Iowa Information Technology Council

<http://www.state.ia.us/government/its/ITC/index.html>

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Iowa Information Technology Department
<http://www.state.ia.us/government/its/ITC/index.html>

ITD Application Programming
http://www.state.ia.us/government/its/Applications_Programming/index.htm

Business Process Redesign
http://www.infoweb.state.ia.us/newsletter/100e/100e_september.html

Data Warehouse
http://www.iowaccess.org/government/its/data_warehouse/index.html

Digital Government Platform Planning and Implementation
<http://www.iowaccess.org/government/its/100percentE/>

Electronic Information Management through Enterprise-wide Forms Platform
http://www.iowaccess.org/government/its/Planning_Standards_Division/ITD_Offerings4.ppt

Electronic Licensing Platform
http://www.its.state.ia.us/News_Items/Licensing_Presentation/Licensing_Update_8-3-2001_files/frame.htm

Payment engine – platform for online financial transactions
http://www.its.state.ia.us/Main/Payment_Engine_Project.ppt

Education and Training
<http://www.infoweb.state.ia.us/knowledgecomm/education.htm>

Knowledgeware: Online Courses and Training Available 24/7
<http://www.infoweb.state.ia.us/knowledgecomm/knowledgeaccess.htm>

Media Services: Streaming Video, Content Development
<http://www.infoweb.state.ia.us/knowledgecomm/multimedia.htm>

Procurement assistance: consultation, RFP/RFS help, vendor and product research
http://www.iowaccess.org/government/its/Contracts_Purchasing/index.htm

Research: custom and syndicated research, conference and analyst contacts, site visits
http://www.state.ia.us/government/its/Technology_Research/index.htm

Return On Investment preparation assistance
<http://www2.info.state.ia.us/roi/index.html>

Strategic planning and development consultation for IT and related objectives
<http://www.state.ia.us/iti/>

Web development and hosting
http://www.iowaccess.org/government/its/Applications_Programming/index.htm