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TRANSFORMING GOVERNMENT THROUGH INFORMATION RESOURCES MANAGEMENT

Great Expectations

2001 STATE STRATEGIC PLAN
FOR INFORMATION RESOURCES MANAGEMENT

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FROM THE STATE'S CHIEF INFORMATION OFFICER

Since it emerged upon the scene in the 1950s, information technology has had an ongoing and tempestuous relationship with government. In the beginning, elected officials were skeptical and even openly hostile to incorporating IT into the halls of government. Slowly, legislators accepted this new innovation in government as they did in their own businesses back home. The 1960s Great Society was a happy circumstance for IT because it expanded the role of government. The management of huge numbers of records was prohibitively expensive if done manually. Legislatures and Congress funded IT projects that promised more efficient government, and trusted untried bureaucrats to apply the arcane science to back office processes. Results were unpredictable, and there was little against which to benchmark success. Application systems were built to emulate manual processes, taking only limited advantage of the true power of computing.

As IT became a more accepted part of government, elected officials grew horrified at the expense. Cost overruns were rampant, and projects often failed to meet timelines or user expectations. All over the country jurisdictions were trying to contain IT costs. In the 1980s, IT departments were established in some state and local governments. Many of these departments came under the management of jurisdiction-wide Chief Information Officers. In an effort to survive, the industry developed methodologies and disciplines to improve performance. CIOs adopted and promoted the new practices to reign in costs and more reliably produce desired results on time and within budget. Although spectacular failures continued to occur, they were less frequent and executives were willing to accept the risk associated with large projects. Things began to normalize.

Now we are witnessing a sea change in the industry. Ubiquitous computing, voice recognition, artificial intelligence, multimedia, wireless Internet, and virtual reality offer new opportunities to improve service to citizens through electronic government. Elected officials exhort government to capitalize on the advantages of e-government, to harness the power of computing to do its bidding. Efficiencies in new IT products accrue to the people directly because they can transact business with government asynchronously and easily.

To realize the promise of the e-government revolution, we must continue to exercise the discipline that has anchored our value to the people of Texas. We must ensure that IT systems have integrity, regardless of how they are delivered; that citizens can share information with confidence that their privacy will not be violated; that state government will employ best practices to ensure efficiency and effectiveness; that products and services offered are what the people want; and finally, that we look for opportunities to truly transform government into a structure that takes advantage of the power of technology to serve the citizen. In this plan, vignettes suggest what sort of transformations are possible. The goals will support products that are robust, citizen-centered, efficient, and trustworthy. With these goals in mind, it is with great honor that I present to you the 2001 State Strategic Plan, *Transforming Government through Information Resources Management: Great Expectations*.

Carolyn Purcell

Carolyn Purcell
Executive Director, Department of Information Resources

INTRODUCTION

The Internet has introduced a new challenge to government technology—access. Electronic access to government services by the public and other agencies is allowing the state to change the way it does business. We refer to this change as *transformation*. It results from changing business processes to deliver services over the Internet. The intent is to collect information once, eliminate "silos" of information in agencies, provide citizens and businesses with easy access to services and information, and make government more accountable to its constituents.

Achieving this degree of change is not an easy task. Texas has more than 200 state agencies with divergent charters, goals, and policies. Most agencies have an information technology department, each with a variety of standards, hardware, and software. Information Resources Managers must integrate new and rapidly changing technologies with old systems. They face diverse and competing demands of budgets, personnel, the "wired" public, the Legislature, public interest groups, and other agencies. Government must establish a strategic direction and common standards to overcome these obstacles to managing information resources. This document offers a compelling vision and roadmap to all stakeholders in the process.

PROGRESS SINCE THE LAST PLAN

Every two years, the Department of Information Resources (DIR) produces a statewide strategic plan for managing information resources. The previous plan advanced a broad approach to achieving high-quality services.[1] It focused on four goals: improved sharing of data among agencies, appropriate use of technology, adoption of policies to address privacy and security, and delivery of services driven by customer needs. The overall theme was the effective use of technology to make services more accessible and useful.

Over the past two years, Texas made great strides toward realizing these goals and objectives. The 2000 Biennial Report on Information Resources Management assessed this progress.[2] The 77th Legislature addressed several issues that DIR identified in the 2000 Biennial Report, as shown in Table 1. A detailed description of the progress made on each of the issues is included in Appendix B.

IN THIS PLAN

The **Vision for Information Resources Management** describes how Texans will use information technology to interact with government in the future. Government will transform its use of technology to meet its mission of ensuring open, efficient, and accessible delivery of services and information to the people of Texas.

The **Environmental Assessment** describes factors affecting information resources management. Texas government faces several major opportunities and

TABLE 1: PROGRESS SINCE THE LAST PLAN

LEGISLATION	E-Government	Enterprise IR Mgmt	Privacy	Use of GIS	IT Work Force	IT Security	Electronic Records Mgmt	Sharing of Health Data	Electronic Signature Laws
	ISSUES								
SB 1458 creates the Program Management Office to direct and facilitate e-government projects	✓	✓							
SB 187 designates TexasOnline as the common electronic infrastructure for service delivery	✓								
HB 1922/HB 2589/SB 694 regulate the privacy, security, and management of state government data		✓	✓			✓			
SB 393 expands regulation of electronic records and signatures							✓		✓
SB 11 addresses compliance with federal HIPAA legislation enacted in 1996								✓	
TAC 201.6, adopted by the DIR Board of Directors, updates GIS standards and definitions				✓					
SB 1 adjusts wages and establishes a statewide security office					✓	✓			

challenges due to its size and diversity. Appendix C details initiatives that are currently underway to address some of these challenges.

Statewide Goals, Objectives, and Outcome Measures provides the general direction for state government's use of technology. Each goal includes specific objectives toward achieving it, along with outcome measures to assess the state's progress. Brief vignettes show how citizens will benefit from technology in the future.

Policy Issues expands on some of the factors discussed in the Environmental Assessment that will continue to be potential challenges to achieving the vision.

VISION FOR
INFORMATION RESOURCES MANAGEMENT

VISION

All Texans will have widespread and easy access to government services and information through a common entry point. The judicious use of technology in delivering services will enable citizens to interact successfully with government, regardless of location, language, physical disability, or agency boundaries.

MISSION STATEMENT

To cultivate more effective, accessible, and open government by promoting cost-effective, protected, integrated, and innovative tools and practices in the management of information resources.

The **vision** presents an inspiring picture of the preferred future.

The **mission statement** is a concise statement of the basic purpose of an organization.

The **philosophy** is the expression of the underlying core values and principles of the organization.

PHILOSOPHY

The philosophy is outlined in guiding principles that center around the belief that the state's information resources are valuable resources that must be managed strategically.

- Information resources management practices should be innovative in design and implementation and they should cultivate collaboration among federal, state, county, and local government entities.
- A commitment to efficient and effective public service should underlie every activity of state government.
- The free, accurate, and secure exchange of public information is fundamental to democratic government.
- Information technology facilitates and enables superior public service. It is not an end in itself.
- Government has an obligation to protect the privacy of its citizens.
- Statewide information and information resources belong to the people of Texas. They must be managed as valuable assets.
- Adequate information security is the foundation for public confidence in government.

ENVIRONMENTAL ASSESSMENT

The environmental assessment evaluates trends, conditions, opportunities, and obstacles that must be considered in the development of a strategic plan. These factors may affect the statewide management of information resources as government works to transform the delivery of its services.

EXTERNAL ASSESSMENT

External opportunities for Texas state government are driven primarily by industry trends and the pace of technology change. IR management practices are evolving to make service delivery more convenient and accessible, while still protecting citizens' privacy. This compels state government to improve its standards and increases expectations for state programs. As a high-tech center, the state attracts a talented work force, but challenges arise as a result of the state's diversity and demographics. While there is an increasing demand for online services from the technically savvy public, there is also severe competition for funds from social service agencies that serve rural and immigrant populations.

External Opportunities

External opportunities are outside factors or situations that affect state government in a positive way. Examples: new funding from a federal program, political support for a potential project, a chance to modify an outdated mandate.

Federal E-Government Initiatives

Federal initiatives often serve as a catalyst for states' efforts. Initiatives like the following can provide a general framework within which states work out their own e-government strategies.

- The federal government has set standards for its Web pages that comply with accessibility requirements established by the Americans with Disabilities Act.[3] These standards are being adopted by most states and many private businesses.
- The Health Insurance Portability and Accountability Act (HIPAA) set standards for data sharing and privacy among health and human service agencies and private providers.[4]
- The 107th U.S. Congress has proposed several information privacy bills. These bills concentrate on informing consumers about how their personal information is used, addressing online privacy, and providing penalties for the sale or purchase of Social Security Numbers.

High-Tech Leadership

Texas is a national leader in high technology, research, and emerging industries. It has a large work force in semiconductor and office equipment manufacturing, computers, and information services.

Texas is one of the country's most urbanized states. Three of the 10 largest U.S. cities are in Texas: Houston, Dallas, and San Antonio. Austin, the state capital, is among the nation's fastest-growing cities and is also one of the most wired cities in the United States.

The strong state economy of the '90s has combined with high-tech strengths to attract a technically

savvy, mostly urban population that can take advantage of recent advances in electronic commerce.

Pervasive Computing

Computers are being built into a wide range of devices, such as cell phones, handheld devices, television, and automobiles. By 2010, industry analysts predict that telephone, television, radio, and Internet service will be delivered over the same wire or wireless connection.[5] Service may even be received on the same equipment—a portable communications device that combines PC, phone, television, game console, and digital camera. As these devices become more common and less expensive, residents in even remote areas of the state will be able to receive electronic services.

External Challenges

External challenges are outside factors or situations that affect state government in a negative way. Example: loss of state funding.

Geographically and Ethnically Diverse Population

Texas is highly urban; more than four-fifths of the state's residents live in urban areas, and many rural residents live near urban areas.[6] Rural counties adjacent to metropolitan centers contain more people on average and show a higher population growth than non-adjacent rural counties. However, despite the booming economy of the '90s, rural Texans have lower incomes than urban residents. The poverty rate averaged more than 20 percent in the state's rural counties, but less than 16 percent in urban counties. Services such as health care and infrastructure that are more cost-effective because of economies of scale in urban areas are more expensive in rural areas. According to the U.S. Department of Agriculture, rural health services are less accessible and more costly to deliver than in urban areas, and fewer health care providers exist in rural areas to offer specialized services.[7] This means that even when state agencies are able to deliver services electronically, it is more expensive and difficult in rural areas.

Most of the 43 border counties, as defined in the report, *Bordering the Future*, are rural.[8] They have unique characteristics, such as high birthrate, low education and income, inadequate infrastructure, cultural differences, and insufficient health care services. Addressing these problems usually takes precedence over improving technology services, both in budget and in personnel.

The Comptroller of Public Accounts predicts that the border economy and population will grow faster than the state average. But low wages, a steady influx of immigrants, and high unemployment will hold back the general prosperity of the region. Border wages are expected to average 20 percent less than the state average. The region's jobless rate will probably be 3.5 percentage points above that of the state. For the foreseeable future, this region may demand a disproportionate amount of state resources.

Public Expectations

At the opposite end of the spectrum from rural Texas are the wired urban areas. Residents in large cities

typically have much better access to high-tech resources, such as fast Internet connections. This leads them to expect more from electronic government services.

However, differences in the expectations of electronic government are evident from a recent national survey.[9] It found that government officials, business and nonprofit leaders, and the general public are enthusiastic about electronic government, but each group places different priorities on its supposed benefits. For example, while 76 percent of business and nonprofit leaders and 92 percent of government officials believe electronic government will improve service delivery, only 56 percent of the public agree. Also, the public rates convenience last; whereas government officials consider it the next most important feature after public access. Agencies may need to find ways to be more in touch with the public's expectations and to educate the public about the benefits of electronic government.

The Electronic Government Task Force's feasibility report on e-government found that the public supports online services, but has significant concerns about the privacy and security of personal data held by state agencies.[10] The report also found significant support for self-funded online services. An increasingly wired urban population will likely step up demands for online services and access to government information, even if it requires nominal subscription or service fees.

Unfunded Federal Mandates

Federal mandates, such as the Health Insurance Portability and Accountability Act and requirements of the Americans with Disabilities Act, can put unexpected and often heavy burdens on agency IT

Texas legislation defines information resources and technology as follows:

Information resources means the procedures, equipment, and software that are employed, designed, built, operated, and maintained to collect, record, process, store, retrieve, display, and transmit information, and associated personnel including consultants and contractors.

Information resources technologies means data processing and telecommunications hardware, software, services, supplies, personnel, facility resources, maintenance, and training.

Information resources management therefore implies the management of these information resources and information resources technologies.

departments. For instance, HIPAA requires state agencies that maintain health records to comply with federal standards for receiving and transmitting data outside state government. It is projected to be quite expensive for state agencies to comply with this mandate, but the federal government has offered no assistance.

INTERNAL ASSESSMENT

The state's internal strengths can be summarized in a single word: *people*. Texas has a proactive Legislature that supports technological solutions to problems and is at the forefront of efforts to cultivate and retain its information resources (IR) staff. The state's creative, resourceful IR management and staff have excelled in spite of obstacles such as lack of funding and personnel. The primary internal challenges are the same as those in private industry: retaining and training workers; standardizing hardware, software, and methodologies; and coping with the rapid pace of technological change.

Internal Opportunities

> *Internal opportunities are resources or capabilities that help state government accomplish its mandates or mission for the management of information resources. Examples: professional staff, adequate resources, leadership.*

Legislative Support

Texas' single greatest internal opportunity is that the state leadership displays a strong and ongoing commitment to use technology to improve state government. For example, the 76th Legislature established a pilot program to develop an electronic government portal.[11] The portal, TexasOnline, presented an innovative approach to a self-supporting model of Internet-delivered government services. The 77th Legislature gave the TexasOnline portal permanent status under the management of DIR.[12]

The 77th Legislature also authorized a Program Management Office,[13] in part due to emphasis on electronic government in the *Report of the e-Texas Commission* (e-Texas Report).[14] By coordinating and monitoring statewide electronic government initiatives, the Program Management Office will look for redundant processes and data among agencies, and seek to reduce burdens on citizens and businesses that interact with the state.

Additionally, the 77th Legislature authorized a security initiative to continue to review the state's posture on IR security. Important legislation was also enacted regulating the privacy and security of data in state computer systems.

A Tradition of Excellence

Texas state government has already seized upon several opportunities for extending the national electronic government agenda in Texas. The Progress & Freedom Foundation ranked Texas as tenth overall among states in its adoption of electronic government.[15] Brown University declared Texas as the state with the most accessible Internet presence.[16] In both cases, this recognition preceded the launch of the TexasOnline portal.

The Year 2000 Project also contributed to better management of statewide information resources. Many of the lessons learned from this project[17] became suggestions for legislation in the e-Texas Report and were addressed by 77th Legislature. Another outcome is that the state is now the leader in online security. According to Civic.com, "Texas is poised to become the first state government to establish an information technology security office to apply policies and monitor the Internet architecture."[18]

Internal Challenges

Internal challenges are deficiencies in resources and capabilities that hinder state government's ability to accomplish its information resources management mandate or mission. Examples: lack of effective communications, flawed organizational structure.

Decentralized Government

Texas has one of the most decentralized state governments in the country. It has more than 200 agencies, with more than 250,000 employees. The annual budget for information resources is $1.5 billion, which includes 10,000 IR employees. Each state agency manages its own information resources. Hardware, software, management, and development practices are not standardized among agencies. This has led to increased costs as each agency must train and maintain its own technical staff.

While DIR issues rules and guidelines for IR management, no compliance authority exists. Even though standardization and uniformity would bring numerous benefits, it will be extremely difficult and expensive to achieve widespread and long-term cooperation among agencies with very different charters, divergent management styles, and heavy investments in legacy technologies.

The appointment of a state Chief Information Officer (CIO) and creation of the Program Management Office by the 77th Legislature will help address this issue. A state CIO will give greater visibility to the vision for the best use of technology. The Program Management Office will work to achieve consistency among projects in state agencies. Consistent standards can help achieve cost savings and also help ensure the most effective and efficient use of the state's resources.

Increasingly Diverse Systems

New technologies are introduced daily. The newest generation of IR professionals isn't interested in learning outdated legacy technologies. Agencies find it difficult to keep up with the constant, rapid advances in technology and still maintain the older systems. As the employees who are proficient in the older technologies retire, staff will not be available to support the aging systems.

At the same time, because electronic government applications are being built with new technologies, agency systems are becoming even more heterogeneous. The information resources staff must support an increasing number of different systems. In many cases, agencies are forced to outsource development and support of new systems at a significantly higher cost than for internally developed systems.

STATEWIDE GOALS

OBJECTIVES AND OUTCOME MEASURES

The State Strategic Plan Advisory Committee began this strategic planning effort with the goals and objectives of the previous plan (see Appendix A for a description of the development process). The committee then used the opportunities and challenges identified in the environmental assessment to set goals for the next biennium. The four goals are listed in order of priority. Figure 1 illustrates how these goals are linked strategically.

The following pages outline objectives for each goal, along with outcome measures that DIR will use to benchmark the state's progress. Some of the interagency initiatives, working groups, and task forces referenced here are described in Appendix C.

Goal 1: Transformation of Government

Goal 1 promotes the use of technology in ways that will redesign how state government works. It leverages the strengths of high-tech leadership and a proactive Legislature to overcome barriers of decentralized IT administration and the resulting information silos. This means, for instance, that identical data needed by several governmental agencies should be collected only once. The result should be more accurate, timely, secure, and tightly controlled data. This also implies that agencies that provide identical, similar, or related services should coordinate manual and automated systems so that citizens can easily find and use those services.

Goal 2: Information Management Practices

Goal 2 promotes the infrastructures, policies, and procedures needed for the effective and efficient management of statewide information resources. It builds on many of the lessons learned from the Year 2000 Project, as well as leadership from the Legislature in establishing the Program Management Office. This goal promotes DIR's "best practice" models for IR standards, rules, guidelines, procurement, security, management, and training.

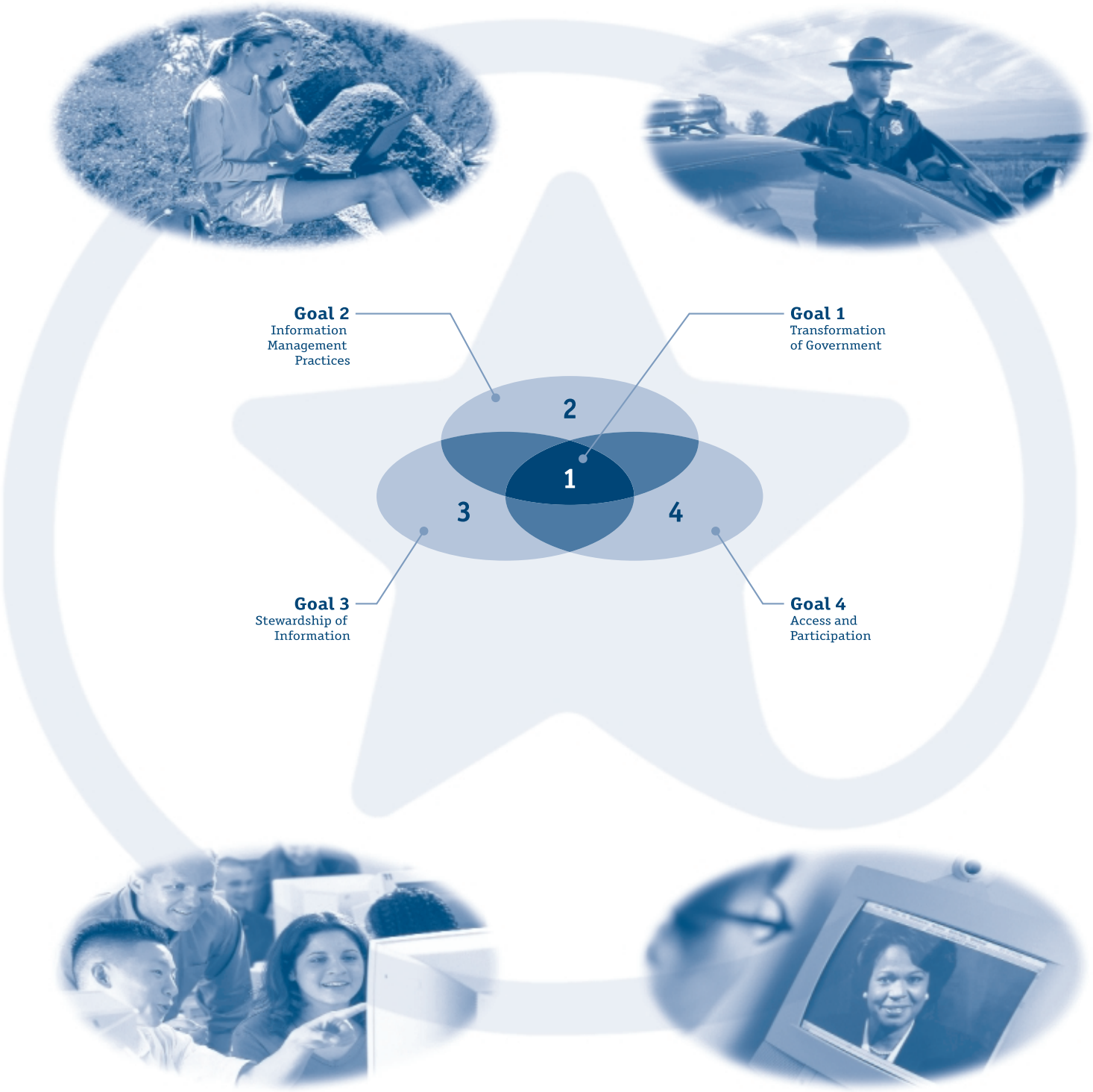
Goal 3: Stewardship of Information

Goal 3 focuses on the role that government must play in safeguarding information. In particular, it addresses citizen concerns about the use of private information in government databases. Because it represents a cost without obvious payback, it must rely on the power of the Legislature to set policy and appropriate funding to achieve the objectives that have been established.

Goal 4: Access and Participation

Goal 4 advocates an active role for the public in statewide information resources management. It is driven by the increasing influence of a technically savvy population and relies on the convergence of computers, communications infrastructure, and communications media to achieve its objectives.

FIGURE 1: RELATIONSHIP OF STATEWIDE GOALS



GOAL 1: TRANSFORMATION OF GOVERNMENT

State government will leverage information resources to deliver services to citizens irrespective of government boundaries.

Objective 1: State and local government entities work toward integrating and/or sharing data within and among different levels of government.

Outcome Measures

- Increase in the number of successful cross-government or interagency initiatives, task forces, and working groups.
- Reduction or elimination of programs whose services overlap across agencies and/or other levels of government.
- Increase in the number of appropriate agencies participating in interagency data-sharing initiatives.
- Increase in the number of data integration initiatives coordinated by the Electronic Government Program Management Office.

Goals are general ends toward which an entity directs its efforts.

Objectives are clear targets for specific action.

Outcome measures are quantified results or impacts of stated objectives.

Objective 2: Design and delivery of government services is coordinated among agencies and across different levels of government.

Outcome Measures

- Increase in the number of successful cross-government or interagency initiatives, task forces, and working groups.
- Increase in the percent of state, county, and municipal government entities in Texas that participate in TexasOnline.
- Increase in the number of services for each state, county, and municipal government entity that are delivered through TexasOnline.

Objective 3: State government executives support the growth of electronic government initiatives.

Outcome Measures

- Increase in the number of opportunity proposals[19] submitted to the TexasOnline Authority.
- Increase in the number of electronic government initiatives submitted to the Legislative Budget Board in Legislative Appropriations Requests.

Transformation of Government

FACT

The Year 2000 Project demonstrated that government **agencies working together** on a single issue can achieve significant efficiency and economies of scale by integrating and **sharing information** across different levels of government. Such cooperation can **transform the way the state does business**, making the delivery of state services more effective. One of the largest and most far-reaching cooperative efforts now underway is the Texas Justice Information Integration Initiative, which will help make the following a reality.

VISION

Information Resources in the Future

The officer stopped a car just outside Gladewater; the left taillight was out. The picture on the driver's license resembled the driver somewhat, but the address on the license didn't match the county in which the car was registered. The officer had the driver step to the back of the car where he could get a clear, detailed picture with the video camera; then he went to check the license. **In his car**, the officer downloaded two pictures from the video camera to his car computer and sent the pictures and license number to the Gladewater dispatcher, who forwarded the data to the crime clearinghouse in Austin. Within seconds, an exact copy of the license was on the officer's screen, along with the report that there were no outstanding warrants or criminal activity associated with the license. But the crime clearinghouse in Austin had processed the pictures and indicated a strong probability that the driver was someone with a completely different name and address than the license he was carrying.

The officer scrolled through the report. The FBI suspected the driver in a series of arson incidents involving churches in the Atlanta, Georgia area, and currently had him on its Ten Most Wanted list. The Texas Department of Public Safety had issued a warrant for a car theft in Gilmer. The City of Nacogdoches police department listed the driver as one of two suspects in an armed robbery of a Dairy Queen.

The officer called for backup and the suspect was arrested and taken in for processing. The total time of the incident, from the time the officer approached the vehicle until the arrest of the suspect, was a mere 19 minutes.

TO REALIZE THIS VISION

- Identify requirements for network bandwidth and connectivity for state and local law enforcement jurisdictions. Provide alternatives that serve networking needs of local agencies.
- Develop statewide standards for law enforcement databases, data exchange, privacy, and security.
- Establish interoperability among criminal justice agency databases that will provide a "virtual record" of offender and case history information, including warrant status, incarceration status, and court appearances. Give all state and local law enforcement entities access to the virtual record with appropriate security rights.

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GOAL 2: INFORMATION MANAGEMENT PRACTICES

State government will enhance agencies' performance of their mandates and missions through the appropriate use of information resources.

Objective 1: State government entities will follow DIR rules and guidelines.

Outcome Measures

- Increase in the percent of agency compliance with all statewide IR rules.
- Increase in the number of agencies that have adopted common architectures and directory services.
- Increase in the percent of agencies participating in IR working groups, standards bodies, and task forces.
- Increase in the percent of IRMs completing continuing education requirements.
- Increase in the number of projects under Quality Assurance Team review that are on time and under budget.

Objective 2: State government entities will apply IT "best practices."

Outcome Measures

- Increase in the number of agencies using metrics specified by the Software Engineering Institute[20] (SEI).
- Increase in the number of agencies using metrics specified by the Project Management Institute[21] (PMI®).

Objective 3: State government will employ information technology to meet citizen needs where appropriate.

Outcome Measures

- Increase in the percent of agencies with the IRM on the agency's executive committee.
- Increase in the percent of IRMs involved in production of the agency strategic plan.
- Increase in the percent of agency services offered online to Internet-enabled citizens.

Information Management Practices

FACT

Citizens who interact with government often must **provide the same data** to different agencies. A simple change, such as correcting an address, requires contacting each agency again. If agencies could **consolidate various databases** and eliminate redundancies, the **quality and accessibility of data would be improved**. Citizens would benefit by providing information only once and updating it with a single contact.

VISION

Information Resources in the Future

Sandy runs a successful geology consulting business in rural West Texas. She has clients all over the state and relies heavily on technology to keep her business competitive. By working at home, Sandy lowers her business overhead and reduces travel time and costs, yet remains in close contact with her clients. **Sandy begins a typical day** by checking her e-mail. She reads about a rule change that might affect her franchise tax so she accesses her account through the TexasOnline portal. Here Sandy can view the status of her property, corporate, and personal taxes all on one screen. After updating her corporate account, she checks e-mail notices from the Texas Marketplace to see if she is eligible to bid on any new state contracts. Sandy then completes a report on her business activities required by several agencies in multiple jurisdictions. With one click of her mouse, she sends the report through an electronic clearinghouse that files it with the various regulators. **Next, Sandy takes an hour** to complete two lessons in her online continuing education course on environmentally sensitive excavating processes. During her review, she finds the information she needs to solve a client's problem. She downloads the digital pictures and the audio field notes she recorded into her GPS-enabled, handheld computer while surveying the client's site, to work on the problem later. **At the end of the day,** Sandy thinks about her sixteen-year-old son's college needs. Although she has saved some money, he will need to supplement it with educational grants. Anticipating that any grant application will require her financial data, she returns to her TexasOnline account and completes the form authorizing the applications to access her IRS and state tax information. Sandy will remind her son to complete the online grant application when he comes home from school. **After a long and productive day**, Sandy logs off the computer and goes out on the porch to enjoy the sunset. She never had to leave the house.

TO REALIZE THIS VISION

- Reduce or eliminate redundant databases and processes among agencies.
- Employ advanced directory services to implement statewide security and privacy standards by providing strong user authentication and verification.
- Implement statewide security and privacy standards to ensure private records are not compromised.
- Implement document/records management software, policies, and procedures to manage huge libraries of online documents.

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GOAL 3: STEWARDSHIP OF INFORMATION

State government will ensure the privacy, security, integrity, and relevance of its data.

Objective 1: State government entities will have policies on data security and privacy.

Outcome Measures

- Increase in the percent of agencies with security policies accessible from the main page of the agency Web site.
- Increase in the percent of agencies with a privacy policy accessible from the main page of the agency Web site.
- Increase in the percent of agencies with a public information policy accessible from the main page of the agency Web site.

Objective 2: State government will collect only information needed for government operations.

Outcome Measure

- Number of agencies that conduct reviews to identify data needed and relevance of data collected.

Objective 3: State government entities will ensure the long-term viability of records.

Outcome Measure

- Number of agencies in compliance with statewide records retention policies.[22]

Objective 4: State government entities will follow statewide security guidelines.

Outcome Measures

- Increase in the percent of agencies that report security incidents monthly.
- Increase in the percent of vulnerability assessments performed.
- Decrease in the number of systems that experience outages due to security-related problems.
- Decrease in the number of security breaches.

Stewardship of Information

FACT

State agencies accumulate **enormous quantities of electronic data**, much of which is considered public information. **Efficient access** to this data would provide **a gold mine of information** to researchers, schools, and the general public about how government policy is formulated and influences the lives of its citizens.

VISION

Information Resources in the Future

Paul teaches government at a high school in Pampa. One of the current national debates is whether a government agency—federal or state—should maintain a database of DNA profiles of all its citizens. Paul uses this topic to illustrate how the public policy debate is driven by changes in technology. He divides the class into three groups to research various aspects of the topic using available technologies. **One group of students** is studying DNA testing: how it is done, its accuracy, potential abuses, and its use in famous criminal cases. The students have arranged video interviews over the Internet with leading criminologists at Sam Houston State University in Huntsville, and with prominent DNA researchers at The University of Texas Southwestern Medical Center at Dallas. **A second group is researching** the history of DNA in the criminal justice system in Texas, including how it came to be required as part of all felony prosecutions. They have retrieved audio recordings of committee hearings and various versions of bills from the Texas Legislature's Web site, along with articles from newspaper Web sites and other materials from the popular media about this issue. The group also conducted Internet video interviews with two legislators who were deeply involved in different sides of the debate. **A third group is determining** how much private information can be retrieved about a person through the Internet. Part of their research is to use the TexasOnline portal to determine what information state government maintains about individuals. They also plan to compare what kinds of information can be retrieved from different agencies and how that reflects the state's overall privacy policies.

TO REALIZE THIS VISION

- Provide bandwidth and rural connectivity to schools for videoconferencing over the Internet.
- Implement document/records management software, policies, and procedures to manage huge libraries of online documents.
- Develop privacy and security policies and procedures for government records and integrate them with the document and records management systems.
- Implement and enforce statewide standards for management of privacy and security.

Great Expec

GOAL 4: ACCESS AND PARTICIPATION

Citizens will have access to multiple information technology channels to interact with Texas government entities.

Objective 1: State government will educate the public about access to online public services.

Outcome Measures

- Increase in public awareness of current electronic government services.
- Increase in number of education and awareness programs conducted by state, county, and municipal government entities.

Objective 2: State government will increase access to electronic government services in all Texas communities.

Outcome Measures

- Increase in percent of cities and counties with Web sites.
- Increase in number of public schools that provide access to electronic services.
- Increase in number of public libraries that provide access to electronic services.
- Increase in visitors to state Web sites.

Objective 3: The design of online services will meet citizen needs and expectations.

Outcome Measures

- Increase in number of online applications that have been tested for usability.
- Increase in percent of Texas public with a high level of satisfaction with online government services.
- Percent increase in use of government information technology channels (discussion forums, webcasting, e-mail, mailing list servers, etc.).
- Increase in number of agencies providing access to information and services in Spanish.

Objective 4: Citizens have the opportunity to provide input to new electronic government programs.

Outcome Measures

- Percent of online applications developed with end-user input.
- Number of agencies with processes in place to obtain feedback from end users about online government services.

Access and Participation

FACT

Many states are using **the Internet** as a way to **increase citizen involvement** in government. Several tools are now available to make elected officials more accessible to their constituents. Even **fully interactive town meetings** will be possible over the Internet in the near future.

VISION

Information Resources in the Future

An elected official uses a video camera connected to the PC in her office to broadcast a virtual town meeting over the Internet. This evening she will discuss proposed changes to the property tax. She has to vote on the measure in the next few days and is taking the pulse of her district. **Her constituents meet** in schools, libraries, and other public facilities that have high-speed data circuits so they can get acceptable-quality, full-motion video broadcast from the official's office. Each facility has one or more cameras and microphones that can be zoomed in on a participant who is asking a question. The technician running the videoconference at the official's office switches between locations to handle the remote cameras. He allows the constituents to question the official one at a time, while broadcasting the questions and answers to all the other locations.

At the end of the meeting, the official gives participants the address of a special Web site to provide her additional feedback. In addition to the ability to receive audio/video messages, the site includes communications tools such as online polling and a discussion forum.

TO REALIZE THIS VISION

- Provide bandwidth and rural connectivity for videoconferencing over the Internet.
- Provide public access facilities at public locations in rural towns, such as schools and libraries.
- Provide accessibility accommodations, such as captioning, for people with disabilities.
- Improve multicasting infrastructure.
- Develop document and records management standards and facilities for multimedia records of government meetings.

Great Expec

POLICY ISSUES

This section explores some of the issues discussed in the environmental assessment and explains how they may present challenges to achieving the vision for information resources management.

IT GOVERNANCE

Successful deployment of electronic government will require alliances between agencies, and even between levels of government. Managing those alliances will require new methods of collaborative decision making and a commitment to working together. As research provides insight on how citizens want to access services and information, government must adjust existing processes to streamline operations. This process will challenge conventional boundaries and all stakeholders must support these changes.

Governance and collaboration strategies under construction today will be models for use in the next level of electronic government. The potential exists for institutions to re-invent themselves around these models. To be successful, government must provide more effective electronic services that cross jurisdictional boundaries and are based on citizen needs. If the state continues to develop new and reliable ways to govern across conventional boundaries, it can realize the potential of the e-government revolution.

PRIVACY

Texas information policy is governed by the Public Information Act, adopted in 1974 to make state government more open and accountable to the public. With few exceptions, it requires that all information collected, recorded, and maintained by governmental entities be made available to the public. This policy makes Texas one of the most open governments in the country; however, this objective must be balanced with the need to ensure the privacy of citizens' personal information. For instance, not all state agencies have policies or procedures that require staff to validate the appropriateness of data that is collected. This means most agencies can add new types of data to state databases without proving the need for the information.

According to numerous public surveys and focus groups, privacy is one of the biggest concerns citizens have about conducting business online. The practice of selling public information to third parties is a highly sensitive issue. New technology gives entities the ability to collect data from many different sources to create extensive profiles of individuals. This has enabled marketers to target their advertising more effectively, but the same technology has also allowed an estimated 500,000 to 700,000 Americans to become victims of identity theft.[23]

The 77th Legislature acted on citizens' concern over the vulnerability of their personal information, giving individuals the right to review and correct the information a state agency collects on them.[24] It also established a privacy task force to study and address evolving privacy issues.

PUBLIC ACCESS TO GOVERNMENT INFORMATION

Widespread and easy access to government information is the cornerstone of this plan. The state requires agency Web sites to conform to accessibility standards for people with disabilities, as well as for citizens with slow or expensive Internet connections.[25] The state's dedication to public access was acknowledged in 2000 when it won a national award for outstanding achievement in the field of information technology.[26] This award recognized the state's exemplary leadership activities and program initiatives that expand access to and independent use of technology by people with disabilities.

As state agencies, counties, and cities move rapidly toward providing information and services online, they must keep in mind that not all of the state's population has access to the Internet. Factors such as geography, economics, race, education, gender, and age affect the ability of citizens to participate in online government. For now, government must continue to provide services through traditional channels, such as telephone, mail, and fax, to Texans who are not Web-enabled. In addition, Texas must continue to promote universal deployment of broadband access.

MANAGING ELECTRONIC INFORMATION

Government and private industry are collecting information faster than they can manage it. The state's management of electronic information affects the cost-effective and efficient delivery of government services. The ability to interact electronically with citizens has made the problem even worse. For instance, although e-mail is an effective way to conduct official business, it adds to the information management problem.

A recent study indicates that, at present, e-mail users spend an average of 90 minutes a day on mailbox management tasks.[27] The ease with which e-mail can be distributed to multiple recipients contributes to the increasing bulk that plagues system administrators. IR departments typically manage e-mail by limiting mailbox size and/or setting time limits on message age. The retention of official records is impeded when e-mail users save or delete messages at their own discretion. Electronic records are required by law to be retained for specified periods of time, just as paper records are. However, IR departments have been slow to implement electronic records management practices.

All types of electronic records are subject to legal discovery and public information requests. Agencies are required to promptly release records that are not deemed to be confidential by law. Theoretically, electronic information should be easier to locate than paper records. However, searching through volumes of data created in a variety of formats and stored in multiple places can be time-consuming and costly. Further, agencies are at risk of destroying records that should be kept or keeping records beyond their statutory lifetime. Such practices may leave agencies legally vulnerable. The solution to this growing problem will not be easy, quick, or inexpensive.

APPENDIX A

Development and Use of the State Strategic Plan

The Information Resources Management Act requires DIR to produce a strategic plan for the statewide management of information resources every two years.[28] In preparing the plan, DIR must assess and report on state agencies' IR management practices, including interagency communication and resource sharing. The plan must also assess current and future IR management technologies and practices and their potential application to state government. Additionally, the department can report on any issue it determines is relevant to development of the plan.

The State Strategic Plan must:

- provide a strategic direction for information resources management in state government for the five fiscal years following adoption of the plan, including providing a best practices model to assist state agencies in adopting effective information management methods and obtaining effective information resources technologies;
- provide guidance to state agencies in the development of the agency strategic plans;
- establish goals and objectives relating to information resources management;
- provide long-range policy guidelines for information resources in state government, including the implementation of national and international standards for information resources technologies;
- identify major issues relating to improved information resources management, including the identification of needed procurement policy initiatives to encourage competition between providers of information resources technologies; and
- identify priorities for the implementation of information resources technologies according to the relative economic and social impact on the state.

HOW THIS PLAN WAS DEVELOPED

Advisory Committee

Legislation requires DIR to form an Advisory Committee to assist in preparation of the State Strategic Plan. According to DIR administrative rule,[29] the committee must consist of at least nine and not more than 24 members appointed by DIR's executive director with the approval of the DIR Board. The committee is appointed after November 30 of every odd-numbered year for a term to expire on November 30 of the following odd-numbered year. Membership must include at least the following representation:

- Two information resources managers from Texas state agencies other than a university system or institution of higher education as defined in Education Code, §61.003;
- One representative from a state university system or institution of higher education as defined in Education Code, §61.003;
- One resident of the state that is not currently employed by the state and is not employed in the computing and/or telecommunications field;
- One representative from a local government organization in the state that is knowledgeable about computing and/or telecommunications;
- Two representatives from the computing and/or telecommunications industry but whose company does not sell computing or telecommunications services or products to the state;
- One representative from an organization that sells computing and/or telecommunications services or products to the state;
- One representative from a federal agency that is knowledgeable about computing and/or telecommunications.

The current Advisory Committee met in April 2001 for a one-day strategic planning retreat that resulted in revisions to the previous plan's vision, mission, guiding principles, and goals. DIR also convened a Working Group composed of IR management experts from several state agencies. The Working Group developed objectives and outcomes for the strategic goals that were identified by the Advisory Committee. The Advisory Committee and Working Group participants are listed in the Acknowledgments.

Standard Practices

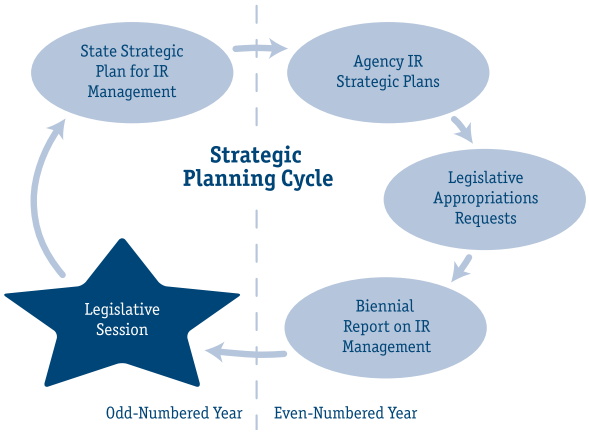
DIR followed standard practices for developing a strategic plan in this effort. The primary sources of guidance were the State of Texas strategic planning instructions published by the Office of the Governor and Legislative Budget Board.[30] DIR also used planning methods and tools from two other sources, the State of Arizona's *Strategic Planning and Performance Handbook,*[31] and *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*.[32]

Research

In developing this plan, DIR drew upon findings from several state-level reports. In addition to those specifically cited, the following reports were consulted.

- *Electronic Government Strategic Plan, Version 1.0* [33]
- *Electronic Records Research Report* [34]
- *State of Texas Master Plan for Educational Technology 2000–2003* [35]
- *Recommendations of the Texas Comptroller, e-Texas: Volume 1, Cross-Cutting Issues* [36]
- *Report to the 77th Texas Legislature: Availability of Advanced Services in Rural and High Cost Areas* [37]
- *Status of the Plan for a State Telecommunications Network 2000–2001: Report to the Legislature* [38]

FIGURE 2: IR STRATEGIC PLANNING CYCLE



HOW THIS PLAN IS USED

State agencies use the State Strategic Plan each biennium to guide development of the IR section of their agency strategic plans. Agencies' strategic plans provide the basis for their budget requests to the Legislature and their IR plans must be consistent with the goals and objectives of the State Strategic Plan. Figure 2 illustrates the strategic planning cycle.

In even-numbered years, DIR publishes a biennial performance report on state government's use of IR technologies. This report assesses statewide progress on meeting the goals and objectives specified in the State Strategic Plan. It also reports major accomplishments of the state or specific state agencies in IR management and describes any major problems confronting the state or a specific state agency. Finally, it summarizes the state's total expenditures for IR technologies and makes recommendations for improving the effectiveness and cost efficiency of the state's use of information resources.

APPENDIX B

Progress on Issues in 2000 Biennial Report

Issue 1: E-Government

The implementation of electronic government is beneficial for Texans, but the state's efforts need coordination to accelerate its development while ensuring citizen confidence in online services. The 77th Legislature created the TexasOnline Authority and established TexasOnline as the common portal for delivering services over the Internet. Additionally, an Electronic Government Program Management Office was established within DIR to coordinate and monitor electronic government projects in Texas.

Issue 2: Enterprise IR Management

Escalating information resources costs, increasing complexity of technology, and the competitive job market are spurring government organizations to adjust the way they do business. Applying industry best practices, such as consolidating technologies and implementing enterprise-wide solutions, is essential to state government's success. The Program Management Office, created by the 77th Legislature to facilitate the management of electronic government projects, will address these issues.

Issue 3: Privacy

Powerful software that can mine electronic records for specific information has changed the character of public records. The 77th Legislature took numerous actions related to information privacy. HB 1922 establishes guidelines for the collection of personal information by the state.[39] It also requires agencies that collect personal information about individuals to inform the individuals that they have the right to review and correct the information. This legislation also created a privacy task force to research privacy issues and recommend legislation to protect personal information held by the state. HB 2589 and SB 694 include provisions that specify the availability of public information on the Internet and prohibit a state agency from selling or releasing an individual's e-mail address without the individual's consent.[40]

The 107th U.S. Congress has also been examining the privacy issue and has proposed several bills related to information privacy. However, while Congress has recognized privacy as a prominent issue, as of the writing of this plan, none of the proposed bills have made it through the legislative process.

Issue 4: Use of Geographic Information Systems

In December 1997, the National Council of Examiners for Engineering and Surveying (NCEES) proposed revisions to its model law for surveying. Some concerns arose at the national level that the proposed language could be interpreted to overreach with regard to creating and maintaining maps using GIS technology. Subsequent developments have alleviated this issue. An NCEES task force issued an addendum report in October 2000 that positively addressed many of the concerns.[41] Second, representatives from the Texas Geographic Information Council and the Texas Board of Professional Land Surveying met to exchange ideas as to how the groups can better work together. Finally, the DIR Board of Directors adopted new GIS standards addressing some of the issues in May 2001.[42]

Issue 5: Information Technology Work Force

Although the slowing economy during 2001 has provided temporary relief, the retention of skilled IT employees may later reemerge as an issue for Texas state government. Recent initiatives by the Legislature to adjust wages and provide retention bonuses have had a positive impact, but further steps may be necessary to preserve and improve upon the gains made to date. For instance, agencies are now required to include work force planning in their strategic plans, but other such measures may still be necessary to institutionalize the progress that has been made.

Issue 6: Information Technology Security

Initiatives to move government services and communications online have resulted in exposing state computer systems to unauthorized intrusions and attacks. Due to the visibility of TexasOnline and results from a recent statewide IT security assessment[43] that focused on Internet security, the 77th Legislature authorized a statewide security office to address security issues and assist agencies and universities. The approved funding of $600,000 for the next biennium includes salaries for five full-time employees.

Issue 7: Digital Divide

Barriers to accessing electronic government services exist because of the state's physical size, its large and diverse population, and the market economics of providing inexpensive broadband (Internet) access to rural areas. Although legislation was introduced in the recent session to address this issue, it was not resolved.

Issue 8: Telecommunications Rates

Legislation was introduced in the recent session to address this issue, but it was not resolved. However, the increase in telecommunications rates to public schools was smaller than anticipated, producing no significant impact.

Issue 9: Electronic Records Management

As government moves more of its services online, the need to manage electronic records effectively will command a financial and operational commitment from state agencies. SB 393 permits DIR and the Texas State Library and Archives Commission to adopt rules applicable to state agencies that elect to accept electronic documents.[44] These rules may specify the manner and format of electronic records, and requirements for the use of electronic signatures. They may also address control of the practices associated with electronic records to protect their preservation, integrity, security, confidentiality, auditability, and disposition.

Issue 10: Interagency Sharing of Health Data

The federal Health Insurance Portability and Accountability Act requires state agencies maintaining health records to comply with standards for receiving and transmitting data outside state government. Meeting these requirements will be expensive and time-consuming. The National Data Interchange Standards Task Force is beginning to address requirements. The affected agencies are developing cost and project plans. They are also awaiting the results of federal legislation. The 77th Legislature passed SB 11[45] relating to compliance with HIPAA.

Issue 11: Electronic Signature Laws

The Electronic Signatures in Global and National Commerce Act[46] provides a standard method for validating commercial electronic transactions and asserts that states cannot deny the legal effect of a signature, contract, or other record solely because it is in electronic form. In response to ambiguities in the Electronic Signatures Act, the 77th Legislature adopted the Uniform Electronic Transactions Act (UETA).[47] Like the federal law, UETA provides that the legal effect of a signature, contract, or other record cannot be denied solely because it is in electronic form. However, UETA is permissive, rather than mandatory in that it allows for, but does not require, the use of electronic documents. Texas' adoption of UETA supersedes certain parts of the federal law, however, its consumer protections remain in place under SB 393, which enacts UETA effective January 1, 2002.

UETA permits DIR to promote the consistency and interoperability of electronic records and signatures between Texas state agencies, other states' agencies, federal agencies, and with non-government persons who interact with Texas state agencies. SB 393 also amends the Local Government Code to provide that instruments filed electronically with county clerks are electronic records to be handled in accordance with Texas State Library and Archives Commission rules.

APPENDIX C

Statewide IR Projects and Initiatives

The overall success of enterprise-wide IR management is measured by the extent of active agency involvement in one or more of the major IR projects and initiatives currently underway to transform how state government delivers services. The projects and initiatives are listed under two broad categories—Technology Serving Texas Citizens and Technology Serving Public Agencies. Brief descriptions of each project or initiative follow, in alphabetical order.

TECHNOLOGY SERVING TEXAS CITIZENS

A major role of government is to provide services to its citizenry. These projects and initiatives deliver services to directly benefit the citizens of Texas.

Developing Access to Government Information

- Telecommunications Infrastructure Fund Board
- Telecommunications Planning and Oversight Council
- TexasOnline Authority
- Texas Records and Information Locator

Ensuring the Confidentiality of Personal Information

- Privacy Task Force

Facilitating Public Interaction Online

- Interagency Task Force on Electronic Benefits Transfer
- Open Records Steering Committee
- Public Electronic Services On-the-Internet
- Texas Government to Business Coordinating Council
- Texas Integrated Eligibility Redesign System
- TexasOnline Authority

TECHNOLOGY SERVING PUBLIC AGENCIES

In order for government bodies to serve their constituents in the most efficient and cost-effective manner, they must have a well-developed infrastructure. The following projects and initiatives provide public agencies with guidance and assistance to create, maintain, and improve their IT infrastructures.

Ensuring Secure, Continuous Government Services

- Internet Security Advisory Committee
- State Agency Coordinating Council
- West Texas Disaster Recovery and Operations Center

Improving Business Processes Across Agencies

- County Information Resources Agency
- Educational Technology Coordinating Council
- Electronic Grants Technical Assistance Workgroup
- Quality Assurance Initiatives
- State Agency Coordinating Council
- Texas Geographic Information Council
- Texas Justice Information Integration Initiative
- TexasOnline Authority
- West Texas Disaster Recovery and Operations Center

Ensuring Longevity, Integrity, and Accessibility

- Electronic Depository Project
- Health and Human Services Records Management Workgroup
- Internet Security Advisory Committee
- National Data Interchange Standards Task Force
- Records Management Interagency Coordinating Council

DESCRIPTIONS OF PROJECTS AND INITIATIVES

County Information Resources Agency

The County Information Resources Agency (CIRA) was formed in 2001 by an interlocal agreement. The purpose of this agency, to be administered by the Texas Association of Counties, is to provide central, cooperative assistance and services to the counties in information resources matters for the betterment of county government. Among CIRA's planned activities are acquiring high-speed telecommunications; sharing information; establishing hardware, software, and data standards; and coordinating with state and federal efforts.

Educational Technology Coordinating Council

The Educational Technology Coordinating Council (ETCC) is charged with coordinating the state's efforts to implement educational technology initiatives. The Legislature instructed the ETCC to pay particular attention to the coordination of pre-service and in-service training for teachers and librarians. The council published the *State of Texas Master Plan for Educational Technology 2000-2003* in January 2001. The 77th Legislature charged the council with the continuing development of the master plan and required that an updated master plan be submitted to the Legislature every other December, beginning in 2002.

Electronic Depository Project

The Texas State Library and Archives Commission, in partnership with depositories throughout the state, is planning to implement a depository for state electronic publications. The project, which began in March 2000, is expected to be operational in February 2002.

Electronic Grants Technical Assistance Workgroup

The Electronic Grants Technical Assistance Workgroup (EGTAW) is working with the Governor's State Grants Team to develop an E-Grants strategic/action plan. It is also coordinating the development of a statewide E-Grants application to satisfy all state and federal grants processing. The 77th Legislature added oversight by DIR's Program Management Office and calls for a feasibility study to be reported to the Legislature by December 31, 2001.

Health and Human Services Records Management Workgroup

The Health and Human Services (HHS) Records Management Workgroup was created by the HHS Steering Committee to research and report on technologies that would benefit records management in HHS agencies. The workgroup, charged with identifying best practices and preferred models in records management, is currently drafting a records management policy manual for use by HHS agencies. Its next project will be to investigate records management software to determine the feasibility of licensing one product for use by all HHS agencies in the state.

Interagency Task Force on Electronic Benefits Transfer

The Interagency Task Force on Electronic Benefits Transfer (EBT) advises and assists state agencies in managing and adding new benefit programs to the statewide EBT system. The task force serves as the EBT oversight body, with responsibility for the direction and coordination of EBT initiatives, primarily in the areas of health and human services.

Internet Security Advisory Committee

The 77th Legislature awarded additional funding to DIR to continue assessing and developing security initiatives. DIR established the Statewide Information Technology Security Office and formed the Internet Security Advisory Committee (ISAC). ISAC members will represent agencies from each of the ten articles of government in the General Appropriations Act. The major focus of ISAC will be to provide input and feedback on security issues and activities of the Statewide IT Security Office.

National Data Interchange Standards Task Force

The 76th Legislature passed a bill creating the National Data Interchange Standards Task Force. The law requires all health care agencies to implement national standards for electronic processing of health care and health payment information in relation to the federal Health Insurance Portability and Accountability Act (HIPAA) of 1996 and its subsequent amendments. The task force is charged with developing a coordinated strategy for implementating these standards. The Health and Human Services Commission has established a HIPAA Program Management Office to coordinate implementation activities among the impacted agencies.

Open Records Steering Committee

The Open Records Steering Committee advises the Texas Building and Procurement Commission in its duties under the Public Information Act. These duties include minimizing agencies' reporting burdens and determining the cost-effectiveness of making information available to the public electronically. Committee members represent the public, municipalities, counties, school districts, and state agencies.

Privacy Task Force

The 77th Legislature established the Privacy Task Force to study issues related to the practices of state government that affect personal privacy. The task force will examine the impact of technology on the collection, dissemination, and use of personal information by state government. The task force may propose changes in law to address any issues it uncovers and will report the results of its study to state leadership by September 1, 2002.

Public Electronic Services On-the-Internet

The Public Electronic Services On-the-Internet (PESO) Working Group provides a forum for state Web site administrators and developers to address policy and technology issues related to improving access to government information and services via the Internet.

Quality Assurance Initiatives

The State Auditor's Office has initiated a pilot project within selected agencies and is preparing a report to the Legislature regarding the recommendations to implement a Capability Maturity Model (CMM) methodology statewide or to integrate some of this methodology into DIR's Internal Quality Assurance Guidelines. As a result of the CMM pilot, DIR will amend the existing guidelines to more closely align to some of the CMM recommendations.

Records Management Interagency Coordinating Council

The Records Management Interagency Coordinating Council (RMICC) studies records management issues affecting the state and adopts policies to improve the state's management of records. Its mission is to coordinate the management of government records by making recommendations to improve processes and accountability, to facilitate the transition from paper to electronic records, and to develop consistent practices in state agencies. RMICC is currently pursuing grant funding to develop an automated method of classifying e-mail for records retention purposes.

State Agency Coordinating Council

The State Agency Coordinating Council (SACC) examines administrative and management practices, reviews problems or issues that have an impact across agencies, and encourages management practices that are beneficial and cost-effective for all state agencies. SACC is a voluntary association of representatives from 16 state agencies. SACC subcommittees cover automation, finance, training and development, internal audit, legal affairs, human resources, public information, and purchasing. The Automation Subcommittee is currently studying information architecture, disaster recovery and business continuity planning, and electronic records management.

Telecommunications Infrastructure Fund Board

The Telecommunication Infrastructure Fund (TIF) Board provides grants to eligible schools, libraries, universities, and telemedicine projects for technology-based initiatives. Since 1995, the TIF Board has awarded more than $735 million to its constituent groups and special projects. The 77th Legislature expanded the types of entities eligible for grants.

Telecommunications Planning and Oversight Council

The 77th Legislature created the Telecommunications Planning and Oversight Council (TPOC) to replace the Telecommunications Planning Group. TPOC members represent state agencies, universities, public school districts, local governments, and the public. The council performs strategic and operational planning for the statewide telecommunications network. It develops the functional requirements, service objectives, and performance measures for telecommunications services offered over the network and executes contracts with telecommunications service providers. TPOC reports annually to DIR and biennially to the Legislature.

Texas Geographic Information Council

The Texas Geographic Information Council (TGIC) plans for and coordinates the acquisition and use of geospatial mapping data in state government. In its advisory role to DIR, TGIC played a major role in the complete revision of the state's geographic information systems (GIS) standards in 2001. The 77th Legislature tasked TGIC to prepare an inventory of the state's investment in GIS technology and to begin submitting a State GIS Plan to the Legislature on a biennial basis.

TGIC advises the Texas Water Development Board (TWDB) on the development of the state's common digital base map. In October 2000, TGIC completed the Texas Orthoimagery Program, a major initiative to develop statewide digital aerial photography for Texas. The imagery serves as an accurate base map for the state's mapping programs and is used by government agencies and the public for a wide variety of applications. The program is available through TWDB's Texas Natural Resources Information System.

Texas Government to Business Coordinating Council

The Texas Government to Business (TxG2B) Coordinating Council assists DIR and the Texas Building and Procurement Commission in the implementation of a statewide, Web-based electronic procurement system. Ten state agencies and universities currently serve on the council, and there are plans to modify the composition of the council to represent a wider range of government entities.

Texas Justice Information Integration Initiative

The State Agency Justice Information Coordinating Council is investigating how agencies can integrate the state's justice systems at the state and local levels. This information is the baseline for the Justice Information Technology Integration Committee, which is researching alternatives to plan for the future model of judicial information systems in the state. By January 2002, DIR, in conjunction with state and local law enforcement agencies, will develop a state strategic plan for the Texas Justice Information Integration Initiative (TJI^3).

Additionally, the Texas Law Enforcement Telecommunication System has an oversight committee that attempts to keep data sharing as open as possible and may ultimately position Texas to standardize data sharing and the creation of a united telecommunications infrastructure. The Office of Court Administration has joined the effort to unite the courts with integrated databases, shared infrastructure, and standardized processing. The courts are also prepared to work with the judicial departments in Texas to integrate the courts into TJI^3.

Texas Integrated Eligibility Redesign System

The Texas Integrated Eligibility Redesign System (TIERS) encompasses 55 Department of Human Services (DHS) assistance programs. The Health and Human Services Commission, Office of the Attorney General, Legislative Budget Board, and DIR oversee the project. The Texas Department of Health and the Texas Workforce Commission participate in an adjunctive capacity. TIERS will replace the DHS System for Application, Verification, Eligibility, Referrals, and Reporting, which supports more than 50 assistance programs. The project will also improve existing business processes through the expansion of change centers and fraud prevention tools.

TexasOnline Authority

The 77th Legislature established the TexasOnline Authority to oversee the TexasOnline Internet portal, which allows state and local governments to electronically send and receive documents and payments to and from the public. Authority members represent state agencies, local governments, rural areas, businesses, and the public. The Authority develops policies, prepares rules, considers services to be provided on TexasOnline, operates and promotes the portal, manages contract performance, oversees money generated for operation and expansion, and provides updates to state leadership.

Texas Records and Information Locator

The Texas State Library and Archives Commission's TRAIL (Texas Records and Information Locator) system allows citizens to locate online government publications by searching for keywords, agency names, publication types, and subject headings. Agencies cooperate by making publications available electronically, reporting these publications to the Texas State Library, and providing links to TRAIL from the agencies' Web sites.

West Texas Disaster Recovery and Operations Center

DIR, in partnership with Angelo State University (ASU), established the West Texas Disaster Recovery and Operations Center (WTDROC) on the ASU campus in San Angelo. The center provides opportunities to consolidate state data centers, enabling economies of scale and guaranteed service levels. The center has played an important role in reducing IT costs for state agencies. Six agencies have migrated their mainframe processing to WTDROC, with two additional agencies planning migration for early 2002. Three other agencies have recently implemented new processes, and the site houses the servers that support TexasOnline. WTDROC also offers disaster recovery services for state and local governments.

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