

Executive Summary

Governor Ronnie Musgrove established the Commission on Electronic Government to examine the important issues related to providing public services via the Internet. Recognizing the timeliness of this cause, more than 25 public employees, business leaders, elected officials have devoted time and resources to the questions posed. This report reflects those deliberations and recommends action for government to provide services to the public in the new millennium.

The Commission believes that the e-government will provide access, information, and efficiencies not currently enjoyed today by all citizens across our state, nation, and world. Some citizens are realizing tremendous benefits through the convenience and richness of electronic services and transactions. Online shopping, financial services, directories and consumer research, education and entertainment are transforming consumer expectations at a rapid pace. Citizens will expect no less from government.

Government, by definition, is the reflection and embodiment of the people's desires for an improved quality of life. Whether it is through public protection of life and property or the educational or economic advancement, government must meet the public demand for efficient, effective, accountable services. Much like the invention of the printing press, radio, telephone, and television, the Internet will prove to be the next dynamic environment for citizens to obtain services and information.

Recall, if you will, how Gene Rodenberry's Star Trek in 1967 challenged us to go where no human has ever gone before. Although we are not yet ready for interstellar space travel, the Internet provides us the newest frontier for human interaction and challenge. While millions of Mississippians may not be able to travel to the far reaches of Earth, through a computer in their local library or school many will be able to quench their informational needs.

The Internet provides 24/7/365 access to stimulating, interactive, informative environment. As we become more familiar with using the Internet, we begin to expect more efficient services. Regardless of what one needs of government, citizens have a growing expectation of services as effectively and efficiently as possible. Government must remain responsive to public demand for information and services.

Every citizen views Mississippi government differently. To a farmer, it may be the Mississippi Market Bulletin received in the mail. To a teacher, it may be the Teacher Licensure System. To someone seeking to invest in Mississippi's future by starting a new business, it may be the Mississippi Development Authority's Entrepreneur's Toolkit.

Electronic Government (*e-Government*) provides a solution for Mississippi to take full advantage of the Internet. The opportunities afforded by *e-Government* require the state to be viewed as one enterprise with the common goal of delivering services to our citizens conveniently, economically, and without violating their trust.

Governor Musgrove's Charge to the E-Government Commission

On August 8, 2000, Governor Ronnie Musgrove signed Executive Order #837 creating the Governor's Commission on Electronic Government examine the important issues related to electronic government so that public services can be delivered efficiently and effectively. Electronic Government is one of many tools incorporated by Governor Musgrove into the Advantage Mississippi Initiative.

e-Government will make it easier to do business with Mississippi government. Businesses with successful Internet implementations aren't just moving existing services to the Internet. Rather, they are taking the time to reengineer their processes, allowing technology to move them toward more efficient operation. The *e*-Government Commission goal is to expand the world wide web to include Mississippi government, making public services more accessible, accountable, and responsive, while at the same time enabling the public sector to operate in the most efficient manner possible.

Recommendations for Mississippi's E-Government

The Commission recommends that government pursue an enterprise approach to implementing e-government and maintain one major access point for governmental services targeted for consumer needs.

Enterprise Approach

Aspects of efficient design and standards suggest that that state government approach e-Government from a total enterprise perspective to increase the public sector's efficiency and effectiveness. Essential e-Government hardware, software, and services can be purchased once and made available to all government entities resulting in significant cost savings. An enterprise approach allows one governmental entity to address minimum standards for security and compatibility. Successful implementation of E-Government in Mississippi will improve services to all consumers (citizens, organizations, and businesses), providing a seamless appearance to Mississippi government, increase efficiency in operations, and improve the effectiveness of public services.

Single Point of Entry to all Government Services

E-Government should provide a single point-of-entry to government's on-line services and information - more than just a website, but a doorway or web portal, offering an entrance into Mississippi's public sector.

Through a well-designed, interactive web portal, citizens and businesses can obtain services without knowing specifics about Mississippi government. If a single parent needs to find economic assistance for her children, she shouldn't have to contact the Health Department, the Department of Medicaid, The Department of Human Services, and the Department of Education. She should be able to use today's technology to obtain assistance from a central location.

<Include graphic of well-designed portal>

- *Mississippi Government in 2005*

Imagine you are a small business owner considering relocating to Mississippi. You need to hire workers, obtain permits and licenses, file tax forms, and register your business. This requires researching, locating, and understanding each agency and service provider. You find yourself standing in line waiting for a customer service representative, digging through phone books for numbers and information, searching web page after web page, following one lead after another- *Not* getting your business up and running.

A look to the future: You access Mississippi Inter@ctive, the state’s portal or main website, where you are greeted with a button titled “Starting a New Business.” Through a series of mouse clicks and easy to navigate screens, you find the needed information and apply for the needed services on-line. As you complete the registration of your business, you are prompted to think about areas of personal interest – purchasing a home, finding schools, buying a car tag, and even registering to vote. You even get an e-mail welcoming you to Mississippi from the State Senator or Representative’s office in the district where your business will be located. You do all this without having to know which specific state agency to contact, making multiple phone calls, or standing in line. Just as the state’s water ports and highways are clearly marked to direct the flow of traffic, Mississippi’s web portal is designed to guide you to needed services.

“Citizens will conducting business with Mississippi Government on-line without standing in line.”

The next business morning, public employees access Mississippi Inter@ctive at the start of their workday. The agencies serving you do not have to manually enter your business information, file forms, accept cash, or make the accompanying deposits. The forms are on-line and can be accessed

readily. Your data is secure, and transactions are processed and reconciled timely and accurately. Operations are in place within State Government for processing the information and handling credit card payments or cash transfers.

This will be the reality of E-Government in Mississippi. Citizens will conduct business with the Mississippi Government *on-line* without standing *in line*. Private industry, state agencies, educators, and civic leaders must work together to make it happen.

Best Practices in E-Government or How do we get there from here?

Focus on Life Events and Personalization

Portals present information organized by subjects of interest to the citizen. Topics may revolve around life and business events such as getting married, having a child, starting a business, or obtaining a professional license.

Sometimes portals offer citizens and businesses a personalized view of government. A farmer might be greeted with a ticker showing current market prices, a link to the on-

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line market bulletin, a long-range weather forecast, or a bulletin posted by his county agent. Someone making a park reservation on-line might receive e-mail about events at the park or the latest fishing report.

Cost Efficiency--

According to the Pennsylvania Department of Revenue, it saved \$2 million last year through online tax filing, while the average processing time dropped from 38 to 18 days.

In Alaska, registering a vehicle used to cost the state \$7.75 to process, with the use of electronic government it now costs \$0.91.

Accessibility or Bridging the Digital Divide (is this a concept that should be covered in this report?) This seems out of place....

E-Government must provide a level playing field where all Mississippians, regardless of physical, economic, or geographical barriers can interact with government twenty-four hours a day, seven days a week. Business is conducted across state lines and across governmental entities.

In every state, there are groups of people with access to the best information tools available. These people have the most powerful computers, the best telephone service, and the fastest Internet service.

There is, however, another group of people who for one reason or another do not have the same level of access to technology. The difference between these two groups is called the Digital Divide.

A recent National Telecommunications and Infrastructure Administration (NTIA) study found:

- People with a disability are only half as likely to have access to the Internet.
- Large gaps remain regarding Internet access among households of different races and ethnic origins.
- Two-parent households are nearly twice as likely to have Internet access as single-parent households.

Mississippi must address this issue to ensure that as many Mississippians as possible have access to on-line services. E-Government means more than providing access to those who have computers. Applications should be developed to support interactive voice response units via telephone. Kiosks should be distributed in high traffic areas throughout the community and the use of computers in public libraries should be expanded. Schools should consider opening classrooms for community use of computers after school hours.

(Disabled populations)

E-Government can provide easier access to government services for physically challenged citizens who have great difficulty reaching state agencies to receive assistance. Citizens will be able to access services from the comfort of their homes.

Whether they read the information from the screen or have it read to them by software installed on their computers, Mississippi Inter@ctive must be accessible to Mississippians who are unable to see or hear.

E-Government Applications

Successful E-Government initiatives will focus on three government-to-consumer relationships: Government-to-Citizen, Government-to Business, and Government-to-Government. First, Government-to-Citizen refers to the direct consumption of public services by the individual consumer for personal use. These services include licensing and permitting for hunting, fishing, and driving privileges. This will also include the payment of taxes, fines, and fees to state and local governments, but also the payment of refunds to taxpayers.

Second, the Government-to-Business relationship model refers to those services consumed by entrepreneurs, businesses, corporations, for a commercial purpose (e it profit or non-profit). These include filing statements of incorporation, obtaining business licenses, assistance with site locations....

Finally, Government-to-Government refers to the coordination of both inter- and intra-agency cooperation to improve services. This includes travel requests, purchasing requisitions, payroll processing, intergovernmental fund transfers...

Recommendations of the Governor's Commission on E-Government

Among these relationships, other questions arise regarding the electronic government including administration, funding, oversight, and protection. Enterprise E-Government requires common infrastructure, policies, and standards and the administrative functions to provide information for strategic decision-making. To that end, the Commission recommends:

1. E-Government strategic administration be carried out by a high-level policymakers from the public and private sector, appointed by the Governor and the Legislature.
2. The Department of Information Technology Services function as the operational administrator of the portal and provide host and support services for the enterprise E-Government infrastructure.
3. The Governor and the Legislature use a combination of existing funding, new appropriations, and self-funding be considered to provide revenues for the development and sustainability of Mississippi e-Government web portal.
4. The Governor and the Legislature enact the Uniform Electronic Transactions Act (UETA) as approved by the National Conference of Commissioners on Uniform State Laws with modifications appropriate for the State of Mississippi.

Boyd's Suggestions:

5. The Governor and the Legislature enact Model Internet Privacy Protection legislation as suggested by the Council of State Governments with modifications appropriate for the State of Mississippi.

6. Each public agency conduct a review of its processing paper trails and recommend a 2-year action plan to move process on-line.
7. Each public agency develop and implement a privacy policy notices consistent with federal and state laws (A model policy should be attached).

Business Model – Operational Oversight

Day-to-day activities affecting enterprise E-Government must also be managed. These activities include but are not limited to:

- Development of Enterprise E-Government Strategies and Plans
- Management of Staff to Plan and Operate Enterprise E-Government
- Identification of Pilot Enterprise E-Government Projects
- Operation and Maintenance of all Enterprise Portals
- Acquisition and Implementation of all Enterprise E-Government Hardware, Software, and Services
- Budgeting of Major Enterprise E-Government Expenditures
- Administration of Day-to-Day Enterprise E-Government Activities

Business Model – Infrastructure and Applications

For a citizen to remit payments via the Internet, the State must have credit card and cash processing software in place. This software should become a part of the State's infrastructure, allowing State agencies' E-Government applications to process payment transactions. This software could be purchased once, centrally implemented, and made available to all state entities. If a service broker provides electronic payment services, transactions from multiple agencies could be combined under one umbrella to negotiate a better charge per transaction.

For E-Government to work efficiently and minimize manual tasks and the related paperwork, the State should have a suite of middleware tools. Middleware tools allow software applications to communicate with each other. For example, if a citizen purchases a hunting or fishing license, the payment information must be posted to the agency's licensing systems as well as to the State Treasury and the Statewide Automated Accounting System (SAAS). There should be complete integration of all existing enterprise accounting and human resource systems. Back-end processing should be automated wherever possible. Middleware enables this exchange of information.

Another type of middleware, directory services, can generate more efficiency within Mississippi government. Multiple variations of a citizen's name and address may be stored within separate databases at many agencies. Maintaining directory services software at the State level will allow information to be uniformly maintained. When a citizen notifies one agency of a change, the information automatically flows to all applicable databases.

Mississippi's technology infrastructure should include a standard application development methodology and toolset. Operating within such standards allows for a common set of tools among state agencies. Maintenance and training would be simplified. As skill sets became standard throughout state government, it would be easier for agencies to receive assistance in their development efforts. A common application development methodology would also facilitate the use of design templates furthering the development of Mississippi's common look-and-feel.

Funding

E-Government is a rapidly changing and evolving service delivery model. What can be provided electronically today was not possible six months ago. Currently the State's budgeting cycle requires a projection of necessary expenditures two years in advance, and projecting E-Government's effect on an agency's funding needs for that large time span is difficult. The State must look at available funding alternatives and rapidly determine the most viable option(s) to enable E-Government and ensure the State's consumers are adequately served.

Wording for this section needs to be finalized.

Administrative and Legislative Remedies

Legislation will be required to fully implement E-Government in Mississippi. The following issues may need to be addressed with legislation or the issuance of an Executive Order:

- Uniform Electronic Transaction Act
- Credit Card Transactions (Electronic Funds Transfer and Electronic Benefits Transfer)
- Commission or Oversight Committee for E-Government
- Fees Charged for Licenses and Services
- Privacy and Security: Data Integrity, Data Confidentiality, Identification and Authentication, Access Control, and Freedom of Information Act Compliance

The Internet can be a confusing, intimidating place for our families and us. The emphasis for the government in the Internet is to provide services and information as easily as possible without misrepresentation. "Hal" of *2001: A Space Odyssey* made us question our sensibilities and desires for artificial intelligence. Although we have not fully realized the possibilities of AI, we as

citizens expect more from our police, teachers, policymakers, and public servants.

Don't forget Huxley's 1984

Privacy Principals:

1. Access – Individuals should have access to their own data to know what has been collected and ensure its accuracy.
2. Choice – Individuals should be given a choice whether or not to provide their personal information, subject to law.
3. Data Integrity – Individuals should have reasonable assurance that their information was entered correctly and has not been corrupted.
4. Notice – Individuals should be notified when their information is being collected and informed about how it will be used.
5. Transfer – Individuals should be notified and given a choice if their personal information will be transferred to another organization than the one that originally collected it, or whether the information will be used for a different purpose than that for which it was collected.
6. Security – Individuals should have reasonable assurance that their information is secure and protected from outside attack or unauthorized alteration.

(*Privacy – Building the Public Trust*, National Governors' Association, June 20, 2000.)

- Public Records Act
- Consumer Protection Laws
- Electronic Signatures in Global & National Commerce Act
- ADA Accessibility Requirements

Commission Recommendation of October 11, 2000: It is the recommendation of the Governor's E-Government Commission that Mississippi enact the Uniform Electronic Transactions Act (UETA) as approved by the National Conference of Commissioners on Uniform State Laws with modifications appropriate for the State of Mississippi. A subcommittee was appointed by Co-Chairman Gary Anderson to draft proposed legislation

Next Steps

Proposed Timeline and Work Plan

The Commission developed a work plan for Enterprise E-Government Implementation spanning three years.

Commission Recommendation of September 18, 2000: The Governor's Commission on Electronic Government should proceed with the following work plan as presented by Co-Chair David Litchliter:

- Review Electronic Government Task Force Strategies and develop Commission strategies and prioritize them.
- Develop Plan for Implementing Commission strategies to include phases, dates, times, and responsibilities.

The E-Government Task Force developed recommended strategies for E-Government implementation. These strategies were ranked high, medium, and low in a meeting of the E-Government Task Force. While the Task Force realized the importance of all strategies, a designation of High indicated that work was to begin immediately;

Commission Recommendation of October 11, 2000: The Commission voted to adopt the strategy rankings (High, Medium, and Low) as recommended by the E-Government Task Force.

medium, that work could be postponed until January 2001; and low, that the recommendation was not as strategic.

The E-Government Work Plan attached as XXXXX incorporates the rankings adopted by the Commission. The work plan organizes the strategies into tasks and phases based on common objectives. The paragraphs below offer a high-level overview of the work plan. Please refer to the plan for a more detailed discussion. Estimated start-up and on-going costs for implementation can be found in the table attached as XXXXXX. It should be noted that the E-Government Task Force continues to work on costs. These estimates will be based on experiences of other states, but Mississippi's actual costs won't be known until after the RFPs are issued and vendors have been selected.

Sponsorship, Legislation, Funding, and Organization Tasks

As major stakeholders in the success of enterprise E-Government, state government executives and legislators can make or break the outcome of this endeavor. Their interest, encouragement, and support of these initiatives must be obtained to fully realize the benefits of E-Government. Formation of this Commission began this process. We must continue this effort by fostering collaboration among agency executives and other leaders. The enterprise E-Government message should be shared with other entities.

The sub-committee appointed by this Commission must work closely with the Business Law Advisory Group (BLAG), the Secretary of State's Office, and the Attorney General's Office to research E-Government legislation. Adopted legislation must be an enabler of E-Government initiatives, not an inhibitor. Attachment XXXX includes proposed legislation.

A governing body for the strategic administration of E-Government must be formed. Attachment XXXX includes research from other states regarding the formation of strategic oversight groups.

What about using the ITS portion of the AMS Settlement. A funding request must be developed for the 2001 legislative session. This request should include E-Government start-up costs and funding for the existing enterprise network infrastructure. Based on the amount of funding received, alternate sources may be needed.

Technical Architecture and Portal Tasks

The state must identify and implement the major components of an E-Government technical architecture. ITS and other large agencies poised for architecture implementation should work together. A consultant may be needed to assist in the development. It may be necessary to issue several Requests for Proposals (RFPs) throughout this phase of the project. Examples of RFPs that may be issued include directory services and enterprise application integration tools.

A strong and fully functional portal facilitates E Government. Partnership with an experienced vendor provides Mississippi expertise and resources required to expedite the development of an enterprise portal. Vendors may be able to bring previously developed software solutions that can be quickly modified to fit Mississippi's needs. An RFP for a portal vendor will be issued during the first quarter of calendar year 2001.

Application Development Tasks

It is very important that a suite of application development tools supporting current technology be implemented. These tools will be recommended for use by all agencies to develop applications for the web. Technical training will be required for the implementation, maintenance, and use of these tools. Choosing a standard, common suite of tools will facilitate the training effort. An RFP has been released for the acquisition of these tools.

Throughout state government, there may be situations where it makes sense to develop a model for a particular type of process or transaction that can be re-used rather than developed again. State agencies should be surveyed regarding the types of processes and transactions inherent to their operation. Recurring processes or transactions among agencies should be targeted for transaction modeling. Templates, or models, for the development of common objects could be designed and re-used.

Because web development is still relatively new in state government and E-Government brings with it a new set of requirements, guidelines are needed for the development of web sites. These guidelines will ensure that all state web sites are accessible by all citizens, are easy to use, and further the enterprise view of Mississippi government.

The Department of Archives and History has developed standards for the retention of electronic records. Because of the significant number of electronic records that will be

created by E-Government, it is vital that a formalized retention process be in place. The State should work with Archives and History to form an Electronic Records Retention Steering Committee made up of various agencies in the E-Government arena to select pilot projects and to monitor those projects to determine needed revisions to the guidelines.

Although Electronic Funds Transfer (EFT) is currently used in state government the State should develop a plan for increased usage. This may require a change in agency level policies, such as minimum leave requirements for direct deposit participation. The State should also explore a way to include employees without checking accounts perhaps via accounts patterned after the federal Electronic Transfer Accounts.

Customer Involvement Tasks

E-Government will bring about significant changes in the way government works. Change management will be needed to address those issues. This plan should address business process re-engineering (BPR) at the agency level. Smaller agencies may not be staffed to complete the level of analysis required for successful BPR, and the plan should provide for their assistance. The plan should also address the training of agency employees on the basics of using E-Government technologies to ensure that they are used to their fullest capacity.

If any E-Government initiative results in the setting of usage fees to be levied on a citizen, business, or state agency, it is important that Mississippi maintain a focus on the customer when that fee is set. The plan must be carefully scrutinized to determine if the fee is absolutely required. The fees should be re-examined periodically, and on a case-by-case basis, to determine their continued need.

Mississippi must develop a plan to address the significant digital divide that exists in Mississippi. Partnerships between government, business, and civic groups should be formed. Procedures should be developed to assist interested parties in securing grants to provide funds to address this issue. While donation of surplus equipment from government and business entities should be encouraged, a set of acceptable minimum standards should be developed to ensure that donated equipment is useable. Telecommunications providers should be enlisted to ensure that adequate infrastructure is available in all areas of the state.

It is critical to the success of E-Government that E-Government initiatives be publicized. Technology conferences should be held. Presentations should be made to business and civic groups. State web sites and the services available should be marketed to potential users. Design templates, training, and assistance should be marketed to state agencies to encourage interest and participation.

Role of the Governor's Commission on E-Government

Wording for this section needs to be finalized

Role of E-Government in Achieving a Comprehensive Approach to Government Information and Services

Michael, please provide your comments as to the contents of this section.

