



RESEARCH SURVEY

State of Digital Government

(State and Local Insights)

PREPARED FOR



Report Background

Purpose

The government must be able to deliver information and services to the American people anytime, anywhere and on any platform or device. For far too long, agencies delivered their information in programmatic silos, missing opportunities for coordination or collaborative partnerships. The Digital Government Strategy, launched by the Obama Administration in 2012, was developed to provide federal agencies with guidance on improving digital services and to enable the government to thrive within the fast-paced, ever-changing world of technology. While not strictly applicable to state and local government, the framework provides useful context nonetheless.

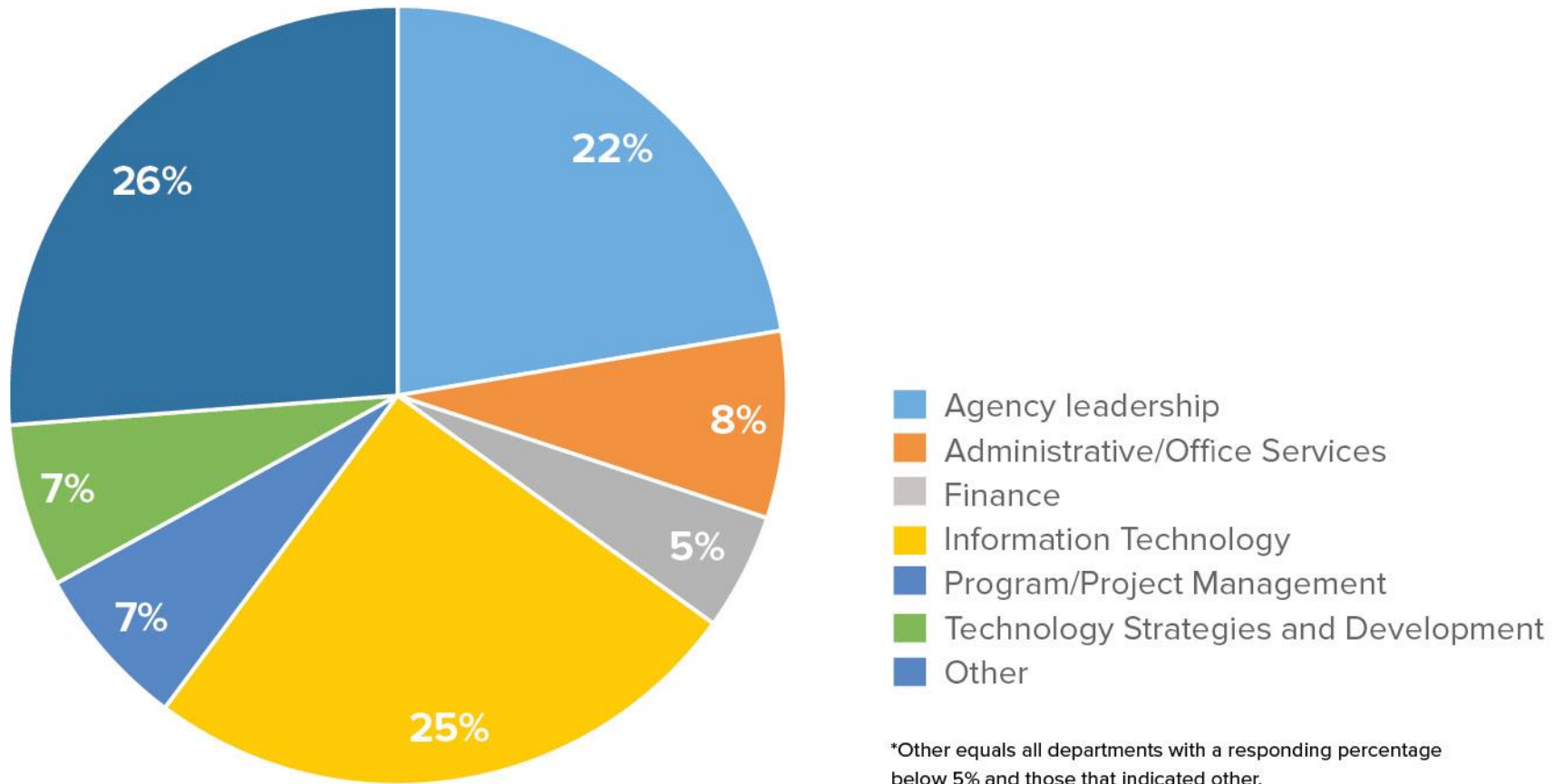
The purpose of this survey was to learn more about current state and local government IT implementation of digital government strategies consistent with the strategies' four principles: Information-Centric, Shared Platform, Customer-Centric, and Security and Privacy. We examined their best practices and progress made in the use of digital technologies which are meant to better serve their citizens and streamline operations.

Methodology

As a means to perform this research, The Center for Digital Government (CDG) leveraged its Exchange Community, an exclusive online community of state and local leaders, invited by the Center for Digital Government to share ideas and information about issues of interest to the state and local government community. The CDG surveyed 204 state and local government IT and decision makers on the general topic of digital government. Responses were gathered from the members of the state and local government community in an online survey fielded from July to September 2014.

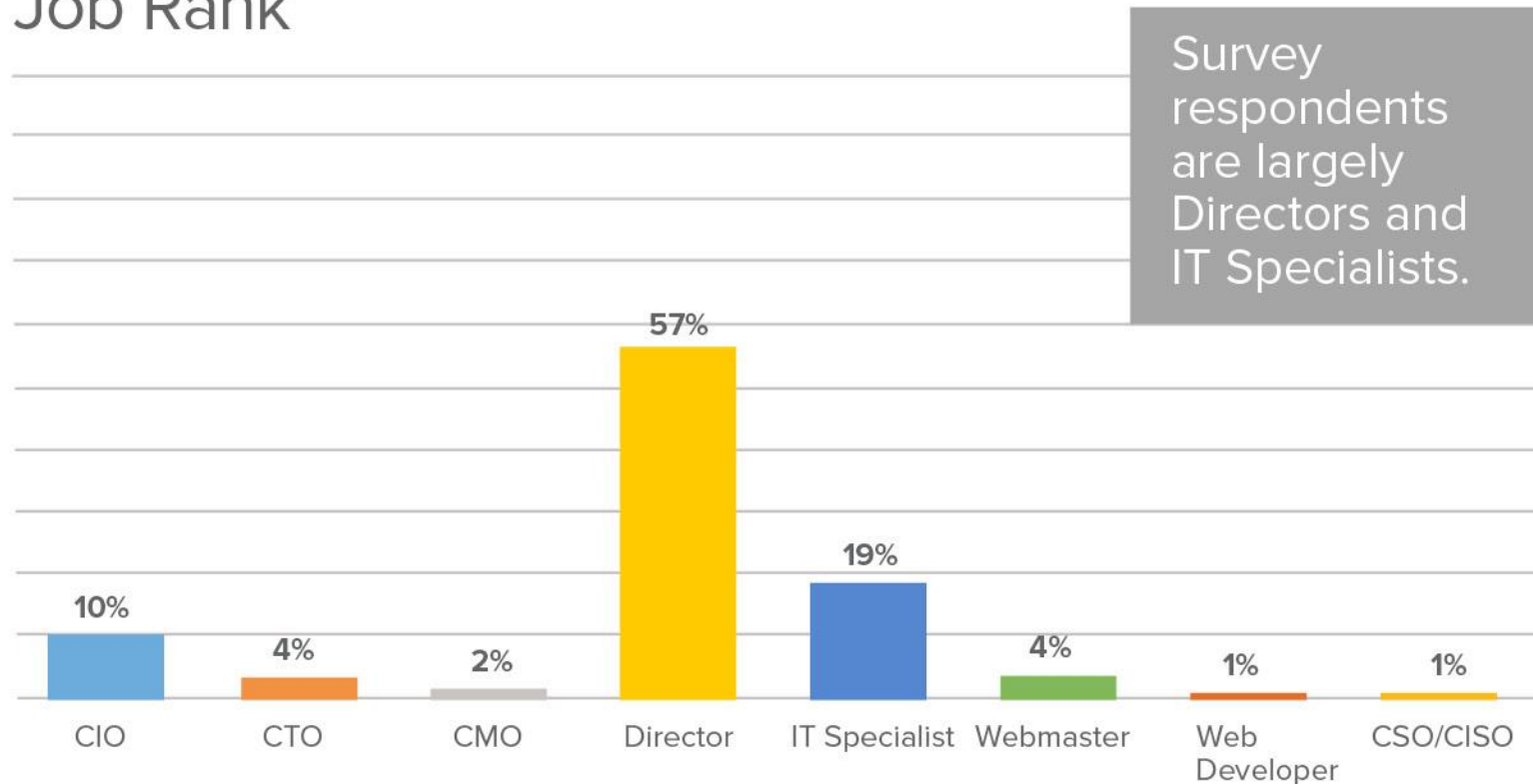
The survey results are reflective of those who subscribe to Government Technology with a maximum sampling error in the survey of +/- 6.86 percentage points at 95% confidence. Please note, the results of this survey cannot be projected to the entire population.

Respondent Job Function



Respondent Profile

Job Rank



Key Findings

Most state and local governments are reasonably satisfied with their progress toward implementing a digital government strategy.

Respondents rated their agency activities more highly than their state efforts. They are most satisfied with the information-centric aspect of their efforts.

Balancing operational efficiency and customer-centric innovation is a struggle for many.

Budget constraints, limitations of legacy systems and uncertainty regarding enterprise vision are top inhibitors.

Data and information security is both a top priority and key barrier.

This is especially true when evaluating open source, cloud and shared content management opportunities.

Efficiency and productivity are primary drivers for digital government.

Q: What factors are driving digital government efforts in your department/agency?

1 Cost efficiency [mean: 3.06]

2 Greater productivity for employees [mean: 3.37]

3 Citizen Services [mean: 3.45]

4 Improve collaboration [mean: 3.52]

5 Compliance with open data mandates/initiatives [mean: 3.73]

6 Encourage innovation [mean: 3.95]

DRIVING FACTORS REQUIRE BALANCE

Q: Are there any other factors driving digital government efforts in your department/agency?

“Opportunities for Cloud application implementation are key to our digital strategy. This is driving our focus on productivity/efficiency. This requires a huge commitment to collaboration.”

“Stakeholder engagement and myth busting.”

“Improved efficiency with global analytics and reporting providing root cause availability of information for better decision making.”

“Citizen engagement.”

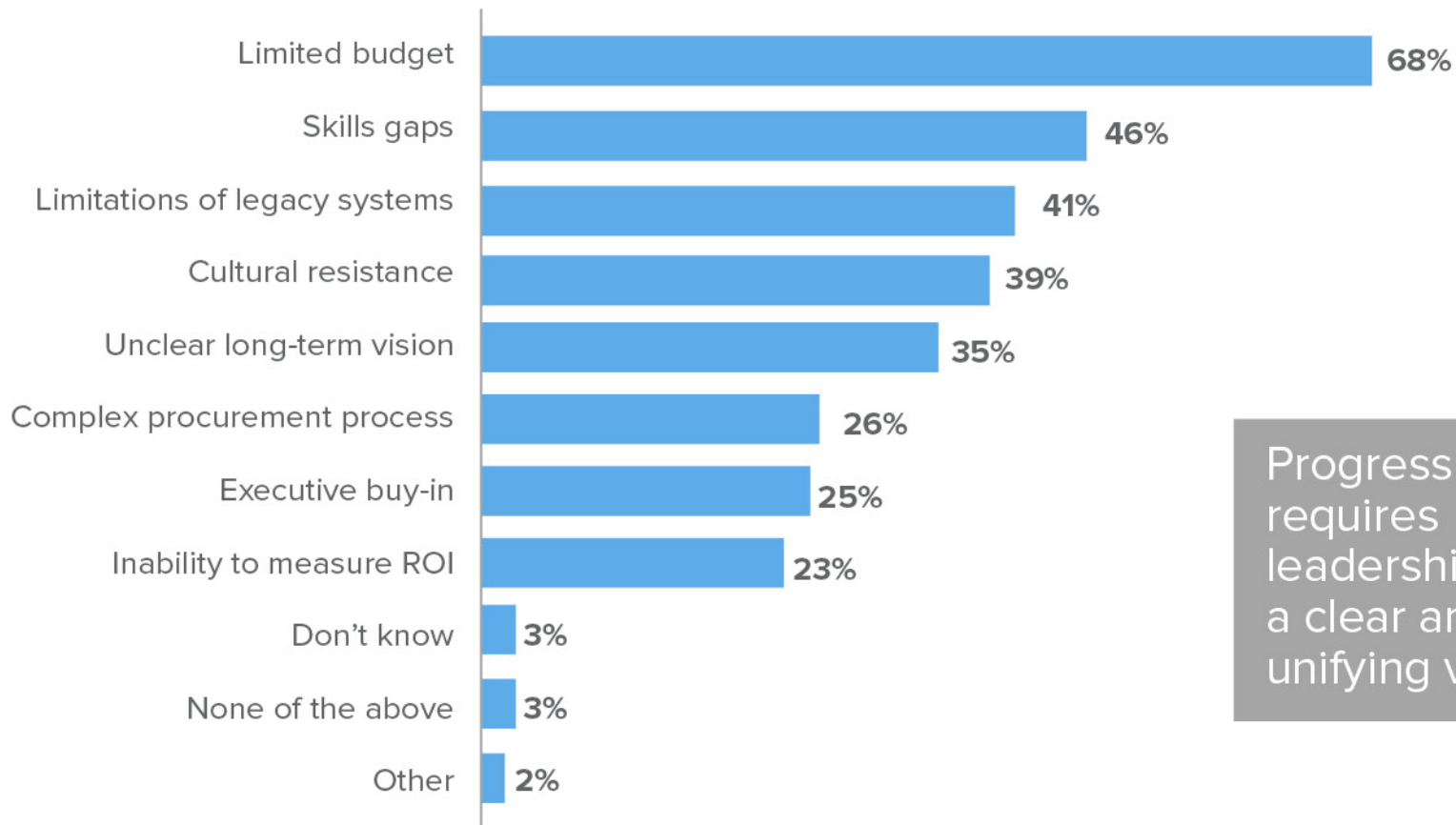
“Maintaining paper files consumes space that could be better utilized.”

“Improve public engagement.”

Balancing efficiency with improved citizen engagement underlies government improvement efforts.

DIGITAL STRATEGY — CHALLENGES

Which of the following are challenges your department/agency faces in executing its digital government strategy?



Progress requires leadership with a clear and unifying vision.

Key Definitions

Information-Centric

Moves us from managing “documents” to managing discrete pieces of open data and content which can be tagged, shared, secured, mashed up and presented in the way that is most useful for the consumer of that information.

Shared Platform

Helps us work together, both within and across agencies, to reduce costs, streamline development, apply consistent standards, and ensure consistency in how we create and deliver information.

Customer-Centric

Influences how we create, manage, and present data through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, whenever and however they want it.

Security and Privacy

Ensures this innovation happens in a way that ensures the safe and secure delivery and use of digital services to protect information and privacy.

DIGITAL STRATEGY — MOST PROGRESS

Which of the following digital government strategy areas is your department/agency making the most progress toward?

Information-Centric	35%
Security and Privacy	27%
Customer-Centric	23%
Shared Platform	14%

This reflects a logical and initial progression from “what” must be done through prioritized consideration of “how” it will be done. However, all are interrelated.

Which of the following digital government strategy areas is most in need of improvement?

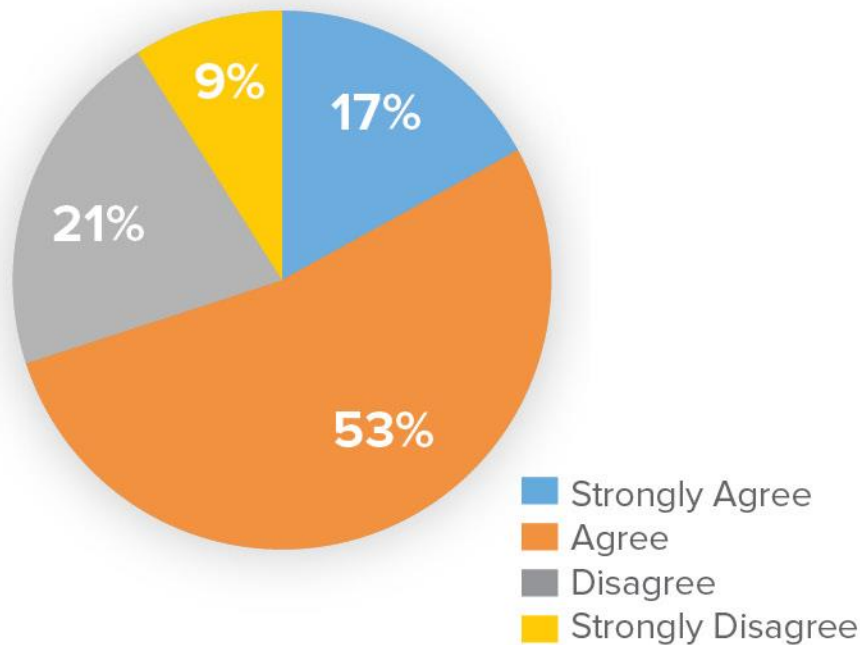
Customer-Centric	36%
Shared Platform	31%
Security and Privacy	19%
Information-Centric	14%

Understanding the needs and expectations of customers/citizens is still a challenge.

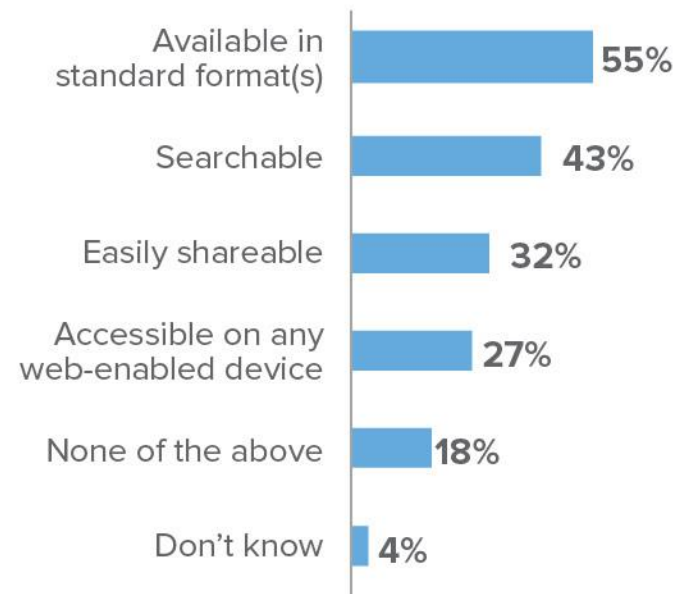
INFORMATION-CENTRIC DIGITAL GOVERNMENT

70% strongly agree or agree that their department/agency strives to make data easily accessible.

My department/agency strives to make our data easily accessible, as called for by the open data initiatives.



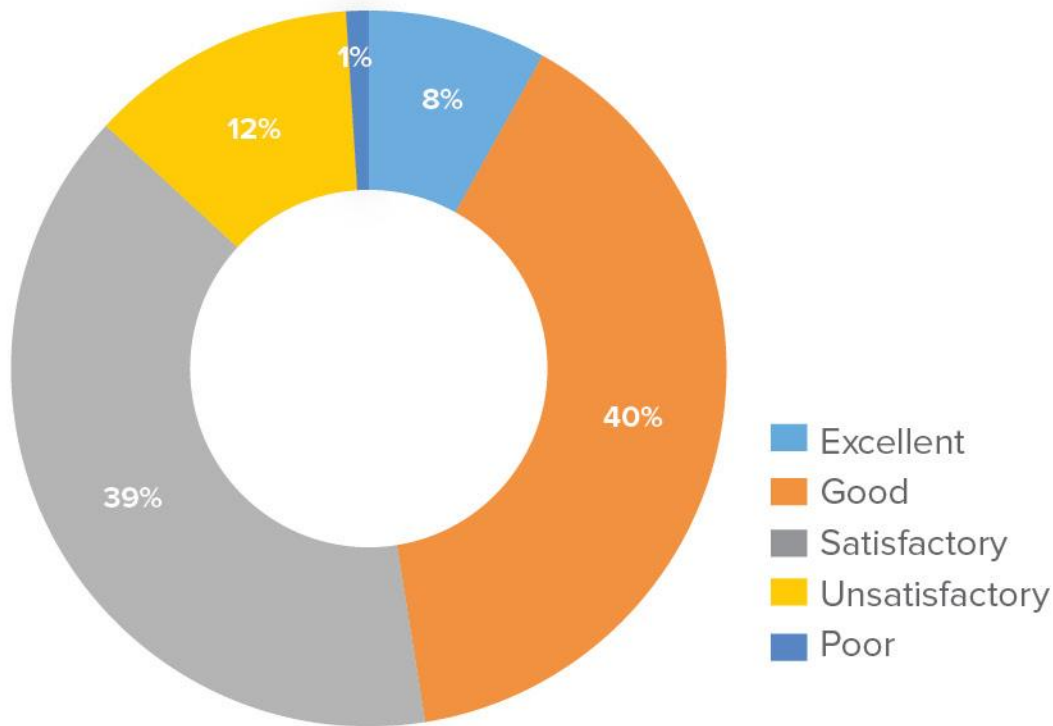
My department/agency's data is stored or managed in a way that is...



DIGITAL STRATEGY EFFORTS – STATE ENTERPRISE

Digital strategy efforts at the state enterprise level are seen as acceptable but they clearly have room to improve.

Q: How would you grade your state's digital strategy efforts?



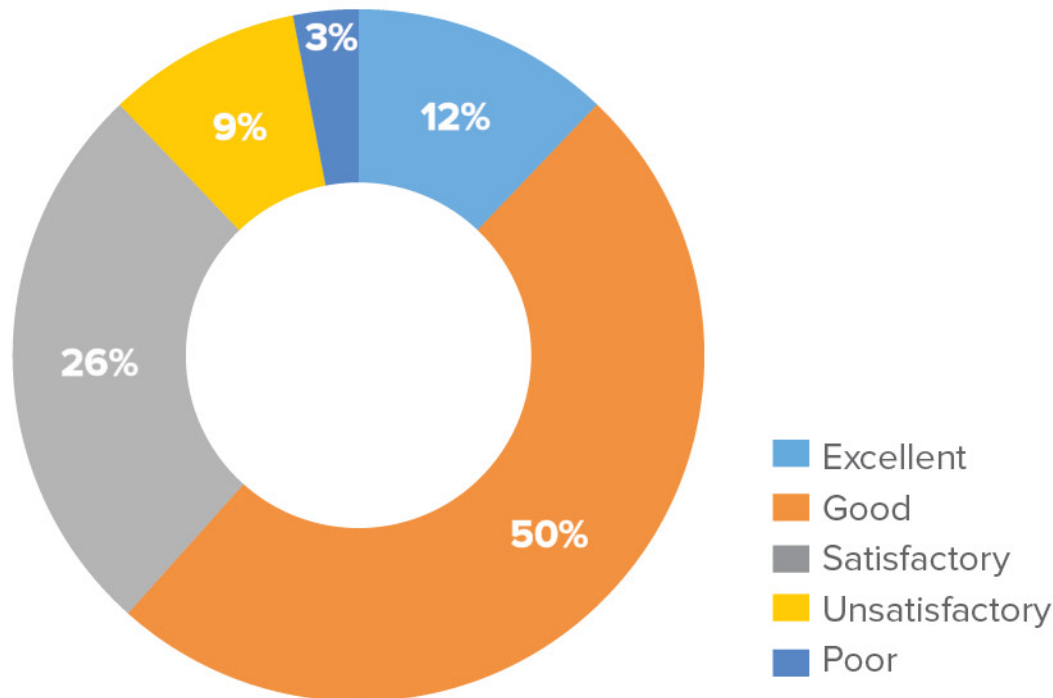
Average Grade:

B-

DIGITAL STRATEGY EFFORTS – AGENCY LEVEL

Agency and department level view of digital strategy is viewed more favorably.

Q: How would you grade your department/agency's digital strategy efforts?



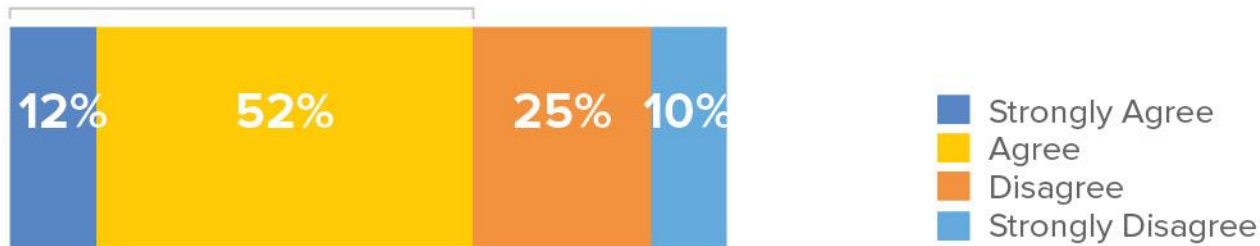
Average Grade:

B+

Customer-Centric Digital Government

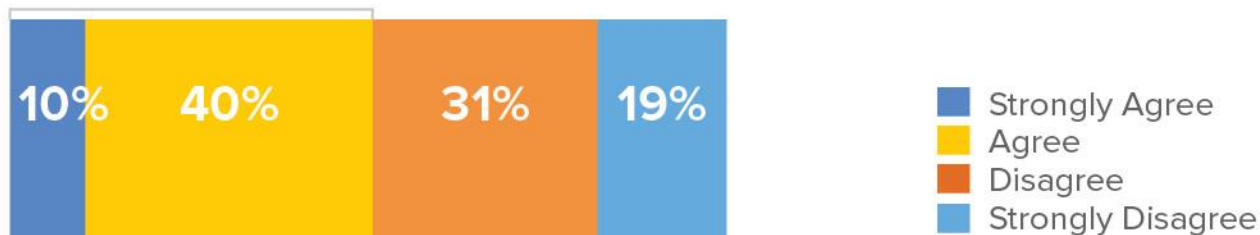
My department/agency uses open data to provide quality services for external customers.

64% strongly agree or agree that their department uses open data to provide quality services to external customers.



My department/agency measures user satisfaction of our digital services.

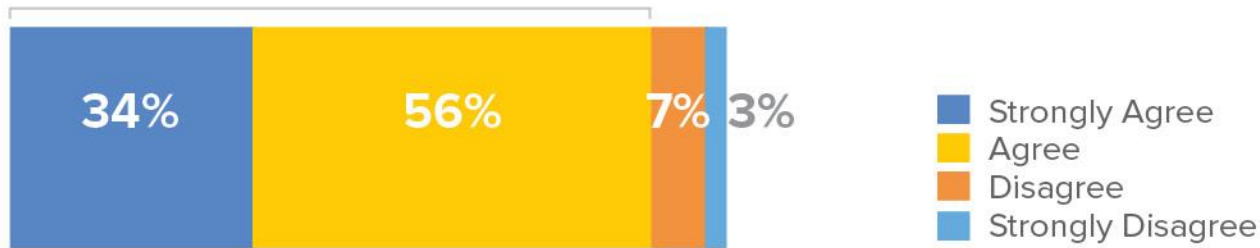
50% strongly agree or agree that their department measures user satisfaction of their digital services.



Technologies

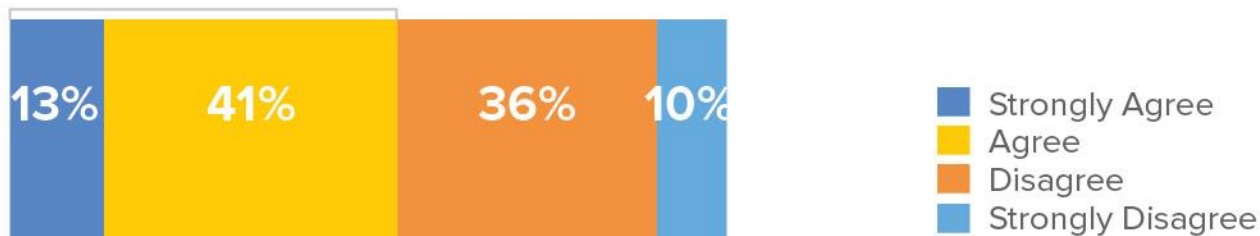
My department/agency prioritizes security when adopting new technologies.

90% strongly agree or agree that prioritize security when adopting new technologies.



My department/agency uses a common and/or shared content management system with other agencies.

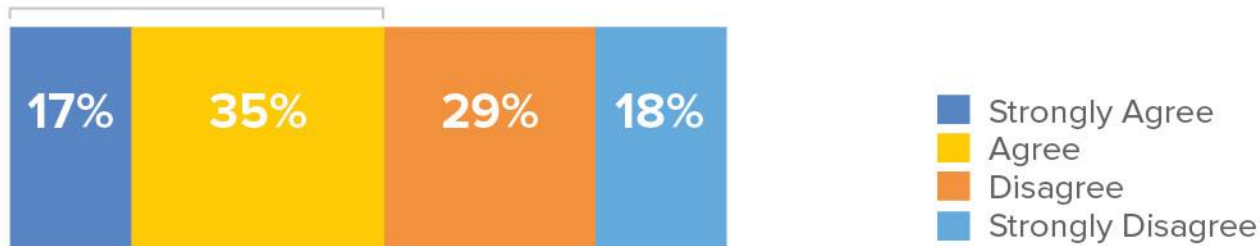
54% strongly agree or agree that they use a common or shared content management system with other agencies.



Technologies

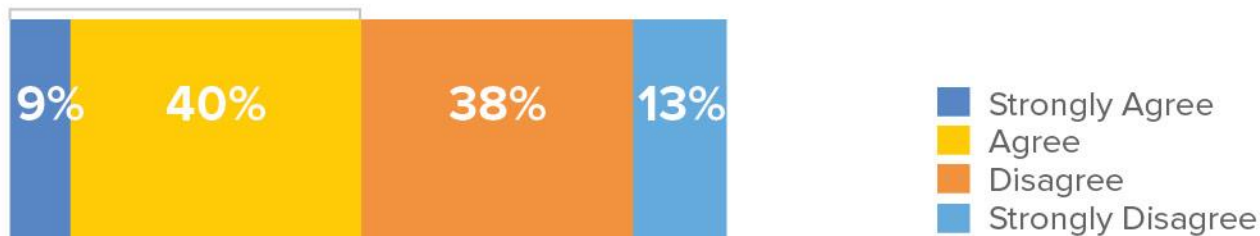
My department/agency houses data in an appropriately-secured cloud environment.

52% strongly agree or agree that they house data in an appropriately-secured cloud environment.



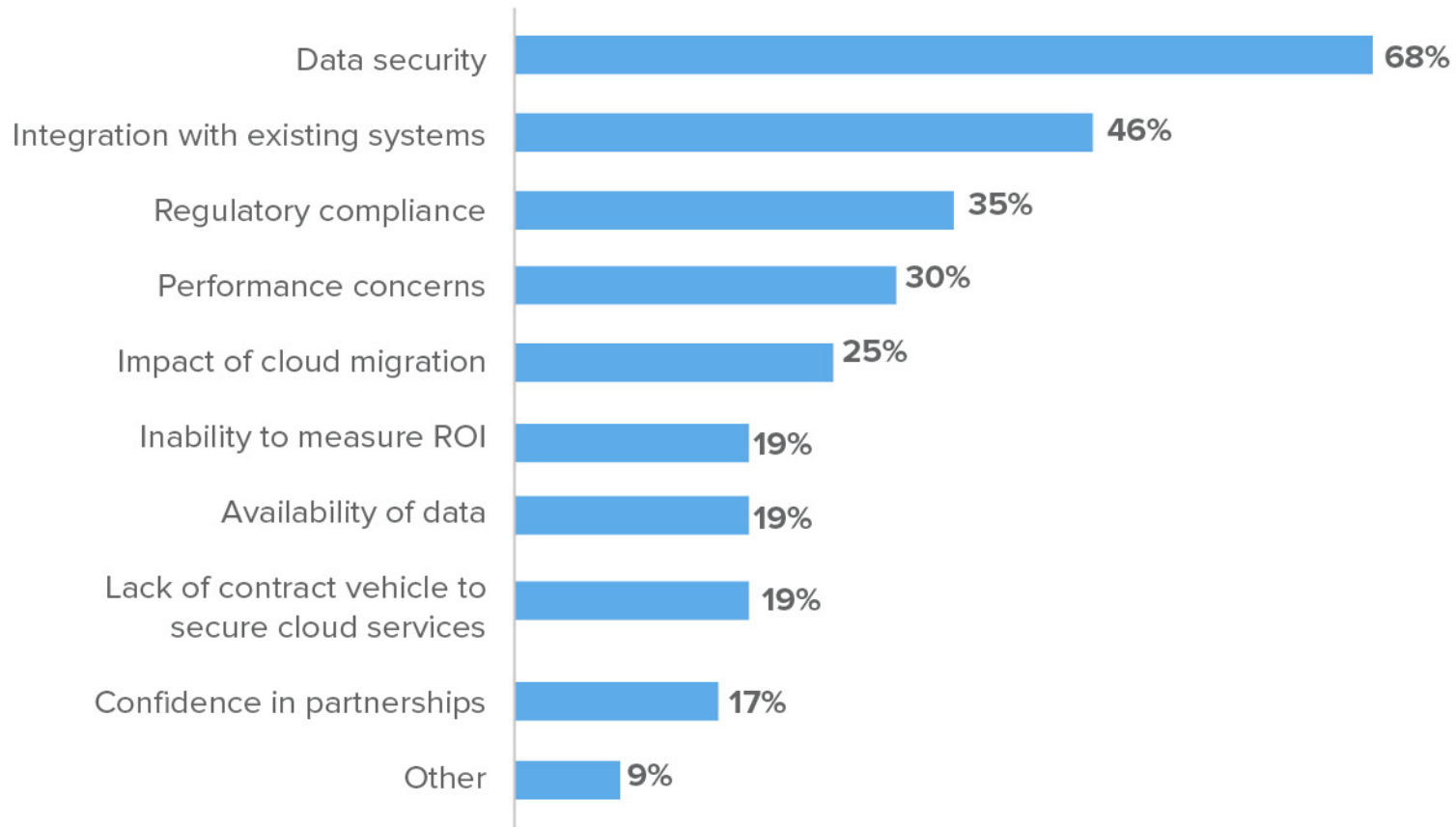
My department/agency strives to use open source platforms rather than closed source proprietary technologies.

49% strongly agree or agree that they strive to use open source platforms rather than proprietary technologies.



CLOUD BARRIERS STEM FROM UNCERTAINTY

What are the key barriers your jurisdiction currently has or has experienced in adopting a cloud environment?



DIGITAL STRATEGY – OPPORTUNITIES & NEEDS

Q: How can your department/agency better accomplish its digital strategy?

“Higher knowledge staff or staff with the ability to understand today’s technical abilities.”

“Go with the cloud.”

“More trained staff to manage and innovate.”

“Investment in cloud technology.”

“Change to open systems and platforms.”

“Improved efficiency with global analytics and reporting providing root cause availability of information for better decision making.”

“Provide training in current and new technologies.”

“Work closely with internal and external business partners to identify strategic direction and secure resources for implementation and ongoing enhancements.”

Staff knowledge and skills present a challenge to innovation. Respondents believe they need better training and are looking for closer relationships with key industry partners.

Summary

- Most state and local governments are making reasonable progress toward implementing a digital government strategy.
- The federal Digital Government Strategy framework provides useful context but the interrelationships between the four key elements may not be fully understood.
- Balancing efficiency and innovation is a struggle.
- IT implementers are driven by tactical goals and may feel disconnected from enterprise innovation strategy.
- The potential benefits of open data mandates are not fully understood by all.

State and Local Government Outlook

- State and local governments will continue struggling to hire and retain IT staff.
- Cybersecurity will remain a top priority.
- Questions and uncertainty remain regarding procurement of cloud-based service offerings.
- Mobility in support of the workforce and citizen engagement will continue to be a key component of innovation strategies.
- 36 states and a significant number of local governments have elections in 2014.

Recommendations

Educate government IT staff on how mobile-friendly cloud

- Educate government IT staff on how mobile-friendly cloud based applications can be both secure and efficient.
- Demonstrate successful integration of legacy systems and data into a cloud based infrastructure.
- Provide context to governments struggling to tell a compelling ROI story.
- Show how flexible access to open data can support citizen engagement and better decision making.
- Highlight experience as a trusted and reliable partner.



Thank you.

The Center for Digital Government is a national research and advisory institute focused on technology policy and best practices in state and local government. The Center provides public- and private-sector leaders with decision support and actionable insight to help drive 21st-century government.

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