# Wisconsin Interactive Network

## Self-funded Portal and eGovernment Services Contract and Provider

NIC™ the people behind eGovernment®

Proprietary and Confidential
Property of NICUSA, Inc. and Wisconsin Interactive Network, LLC

WISCONSIN INTERACTIVE NETWORK

# Contract Overview

May 2013 Department Of Administration (DOA) executed Wisconsin Self-Funded Portal and eGovernment Services Master Contract to Wisconsin Interactive Network, LLC (WIN), a subsidiary of NICUSA, Inc.

- Master contract provides vehicle for agencies to procure eGovernment products and services via a self-funded business model
- Leverages fees for transaction based services to pay for other non-fee-based services – services that are free remain free
- 5 year contract, 5 one-year renewal options
- Portal applications hosted at state data center

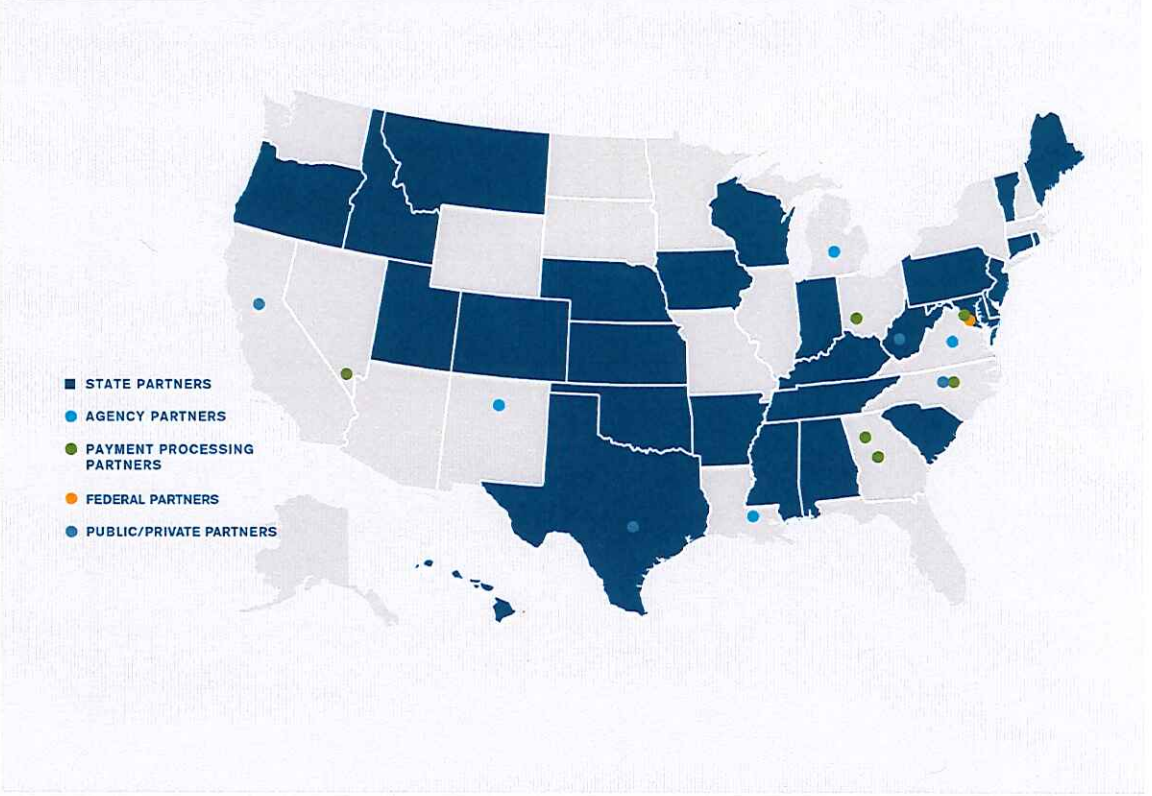
Goals of Contract

- Develop standards for online service development and websites for use across all devices
- Increase efficiencies and transparency
- Reduce costs
- Drive higher citizen satisfaction
- Create engagement and connections between citizens and the State

Oversight of the contract and prioritization of projects is managed by DOA/DET in coordination with the eGovernment Business Management Team and governance provided by Information Technology Executive Steering Committee

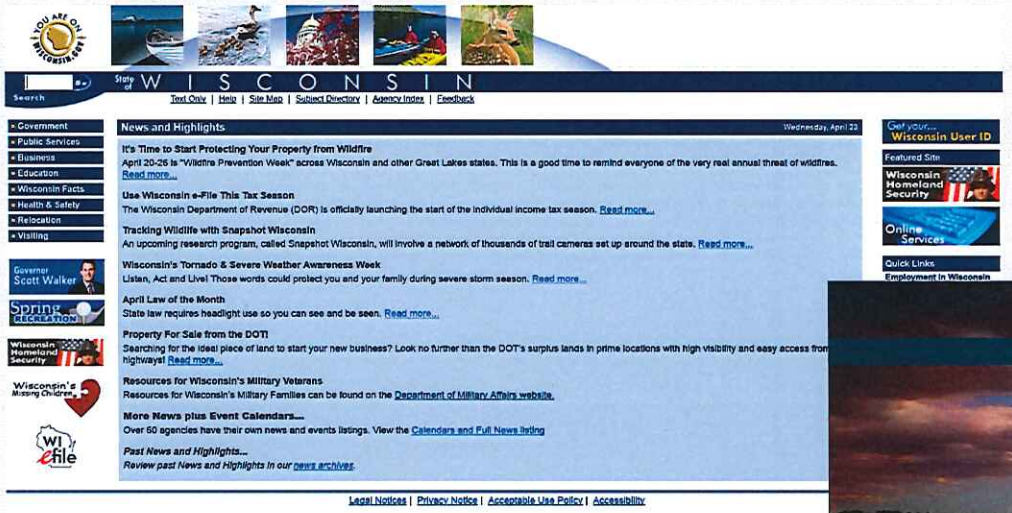
# Contract Provider

- WIN is a subsidiary of NIC
- NIC is the nation's largest provider of official government websites, online services, and secure payment processing solutions
- 28 successful self-funded state installations



# Wisconsin's Self-funded Services

## Wisconsin.Gov



# Wisconsin's Self-funded Services

Over 50 services launched in less than 3 years with a cost savings of $27 million

DFI/DOR/DWD/DOA - One Stop Business - https://openforbusiness.wi.gov/

GOV - Agency Performance Dashboards - https://performance.wi.gov/

DOJ – Criminal Background Checks

DSPS – License Lookup

DOT – Individual Crash Reports

DNR – Hunt and Fish Licensing

# Gov2Go

the people behind eGovernment

Proprietary and Confidential
Property of NICUSA, Inc. and Wisconsin Interactive Network, LLC

WISCONSIN INTERACTIVE NETWORK

# Ultra-Intelligent Electronic Agents Will Shape the Future – Is Your Company Ready?

by DANIEL BURRUS

OVER 2 YEARS AGO 39 60 5 100

Ever since our first digital search we've all spent increasing amounts of time on the web looking for the information we

# Apple has bought 2 artificial-intelligei companies in 4 days

Alexei Oreskovic

Oct. 5, 2015, 7:50 PM 10,948 2

Google isn't the only company working o artificial intelligence. It's just the richest

by Derrick Harris

Jan. 29, 2014 - 10:30 AM PST

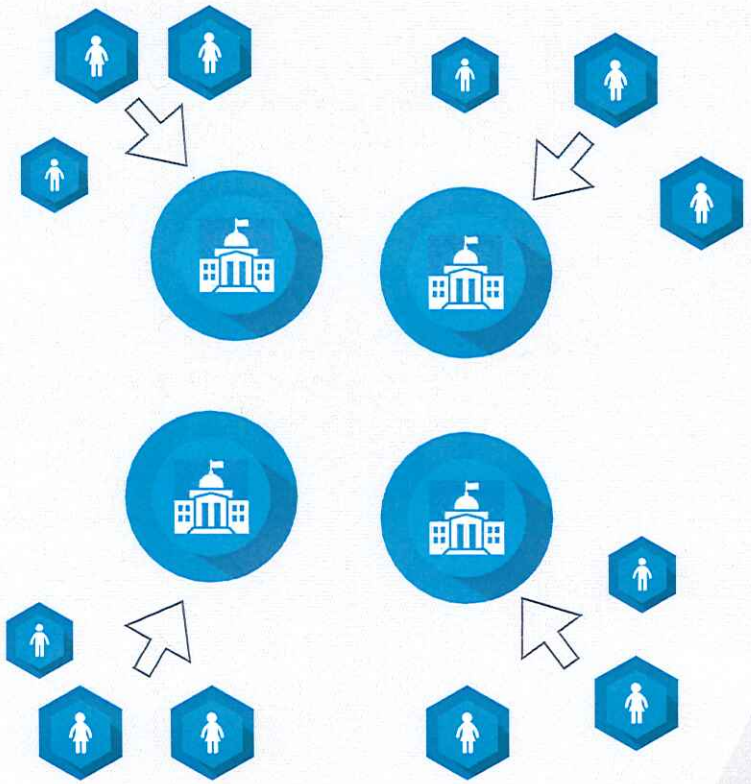
TECH INTEL

# Intel buys Saffron AI because it can't afford to miss the next big thing in tech again

by Stacey Higginbotham @gigastacey OCTOBER 26, 2015, 6:30 PM EST

*Today:*

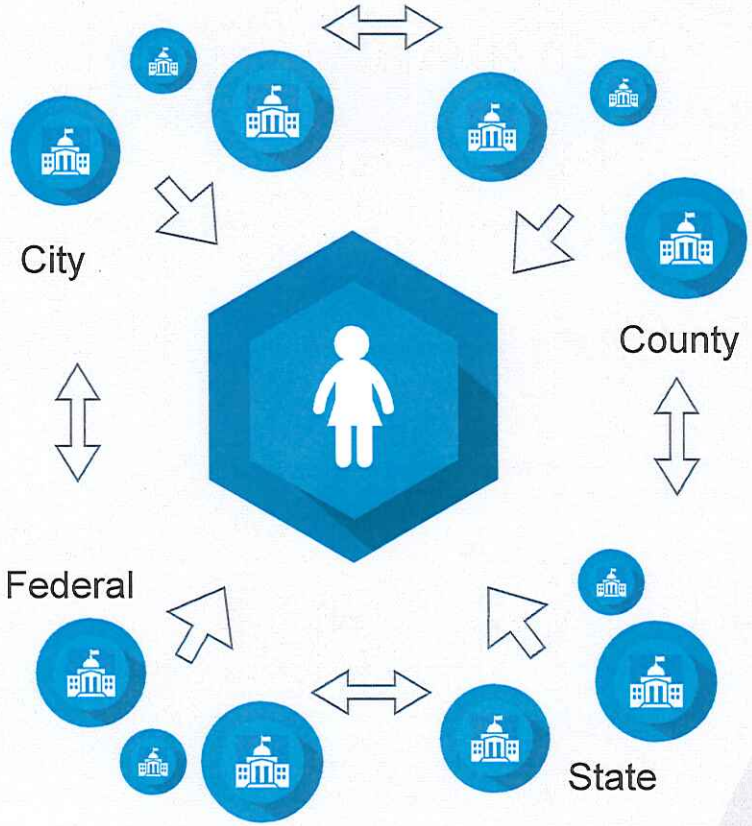
# Government-Centric

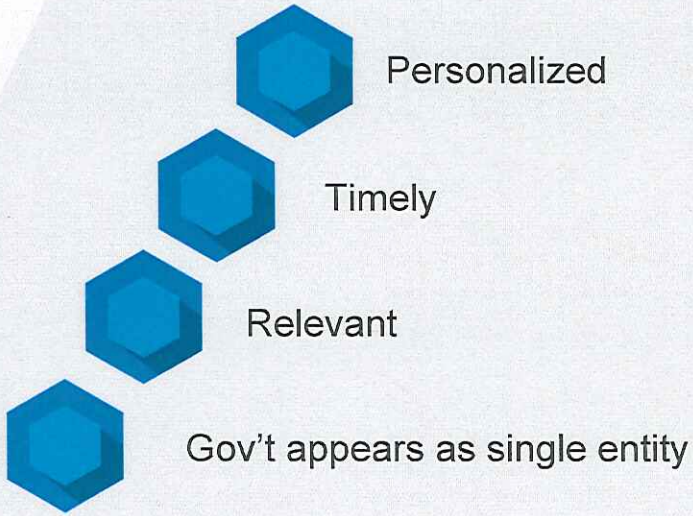


- Citizens have to understand gov't processes
- Agencies are silo'ed
- Gov't "push" is paper based
- Burden is on the citizen

*Tomorrow:*

# Citizen-Centric

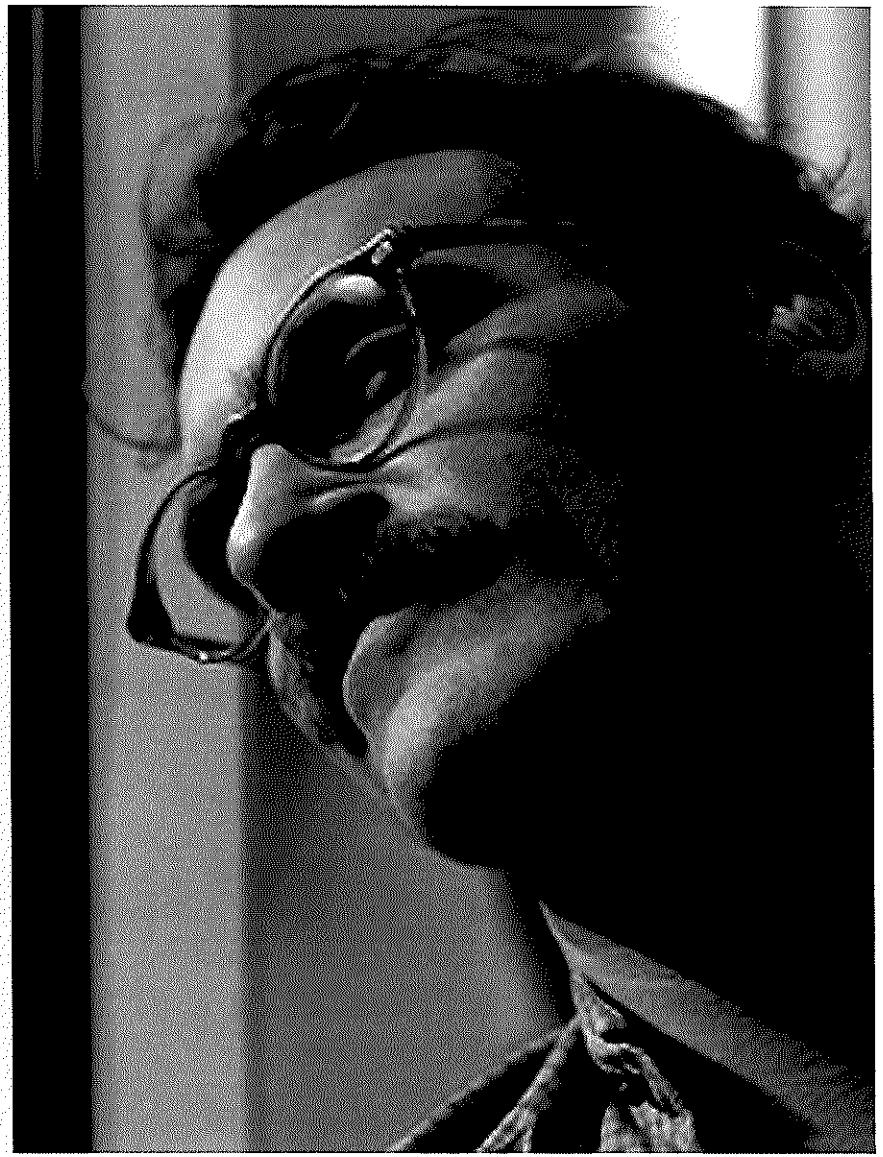


# What if?

- Your device told you exactly what you needed to do and when?
- You could receive alerts and announcements that were only relevant to you?
- Your device could enter your information for you on government websites and forms?
- Your device could act on your behalf, i.e. renewing your car tags for you?

You had a
Digital Government Agent?



# Focus Group Comments
# 11/13, 11/14

"Honestly, I think there should be **one website for the state**. You've got to be able to go click on what you want to do, it brings you up, you put whatever info according to you in and take care of it!"

Greg

"**Sign me up**. I would get pumped up about it, b/c I would get to avoid going down to the offices."

Stephanie

The convenience is having it condensed into one thing. You don't have to go to other sites. **If I could have that I'd be ecstatic**.

Judy

**I'd love it.** I forget to pay my stuff all the time. Every year is a new year.

Ben

"**The benefit is having it all in one place**. You can go right to it. I wouldn't have to deal with no idiots [at the revenue office]".

Paula

"It would be very freeing. **It would make me excited** and **I would love it**. I would have time [to relax]. I can do this from anywhere, at my convenience. I pick the time, rather than working according to their schedule.

Latondia

# Focus Group Comments
# 11/13, 11/14

**It would be amazing to have**. I like apps. They're convenient. Everybody's on their phone.

Koasina

"I look at reminders on my phone more than anything else. We get so many emails. When you get a notification **you can just do it right there**".

Derek

"You can do all that online anyway, but if it were all in one spot **that would be awesome**."

Megan

**I would totally use this** b/c I forget stuff all the time.

Robert

**It's quicker if its an app.. I don't have to fire up the laptop**. I have to concentrate more when I'm on the website, and with this I won't get distracted.

John

Things I have to do once a year leave my brain as soon as I do them. **This would be fabulous**. It would lessen my checklist of stuff I have to remember on my own.

Bryan

# Citizen PLATFORM - RESEARCH FINDINGS

1. Consumers are highly receptive to a mobile application that consolidates government agency interactions, particularly vehicle registration, property assessment, and personal property/real estate taxes.

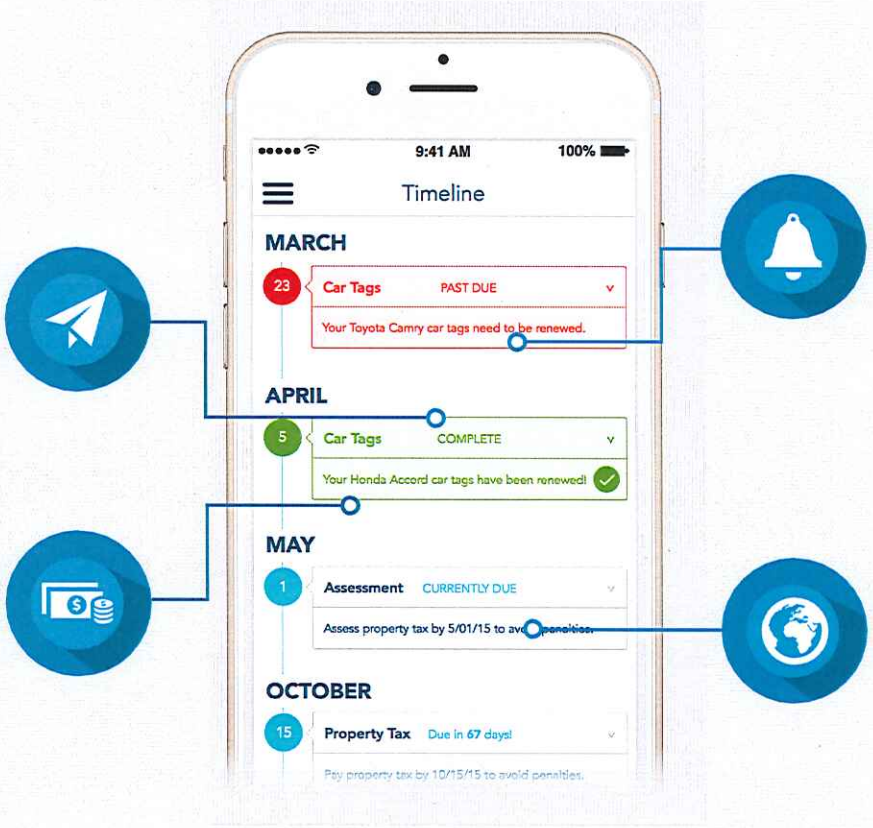
2. Notifications and alerts will be key to increased usage. These alerts provide a sense of control and convenience while reducing stress and ensure the continued daily life relevance of the application.

3. The ideal government interaction would be web/mobile based and tailored to the residents needs and preferences.

# What would a digital government agent do?

Collects government touch points into one convenient place.

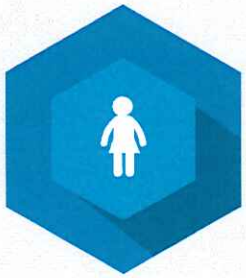
Remembers and stores important information for the user, which can be used by other agents as needed.




Sends reminders and tracks tasks that the user needs to complete.

Interfaces with other digital agents on the user's behalf to perform tasks automatically.

# Design Principles



## Citizen Centric

Never require the user to know government structure or terms. Always present content in context of the citizen.

## Value Contract

Any info given should be voluntary and provide immediate benefit to the user. It should always be clear what the information will be used for. This is the contract with the user for all personal information exchanged: if you provide X, you will get Y.

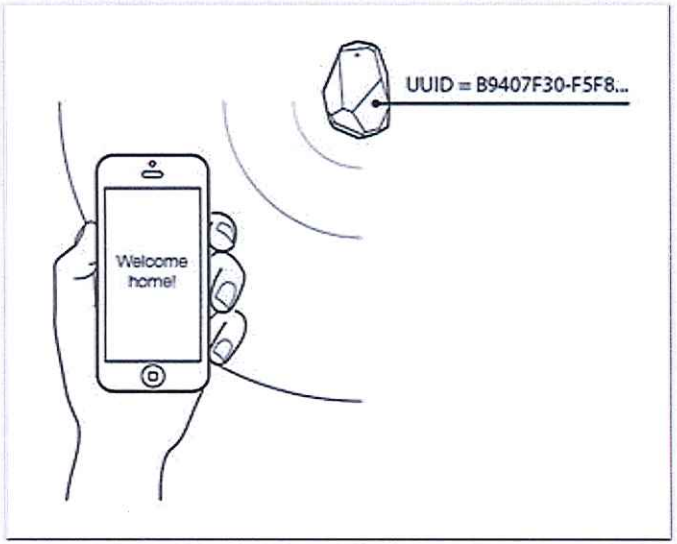
## User Control

The user should always be in control of his or her information and preferences; can add/remove/change them at any time.

# Mobile Payment

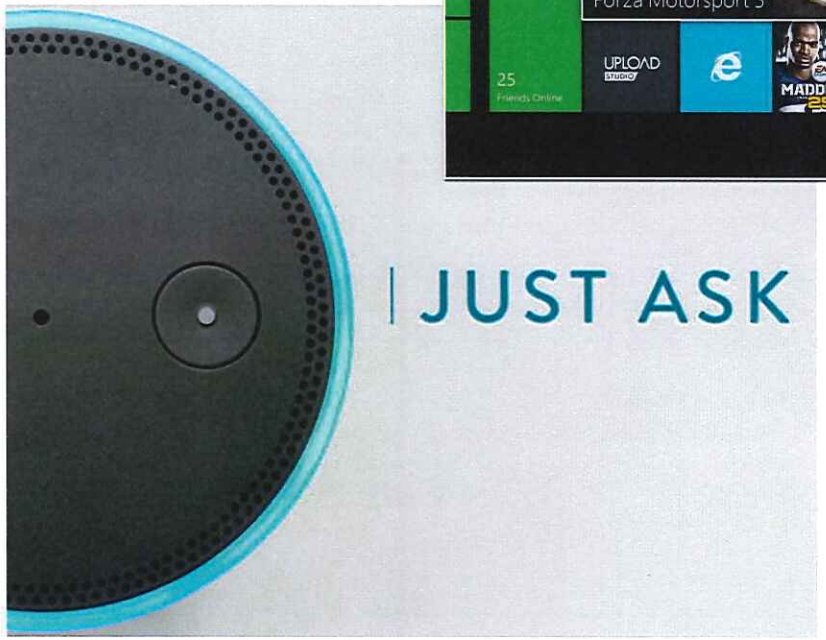
*Apple Pay, Android Pay, etc.*

# Beacons


UUID = B9407F30-F5F8...
Welcome home!

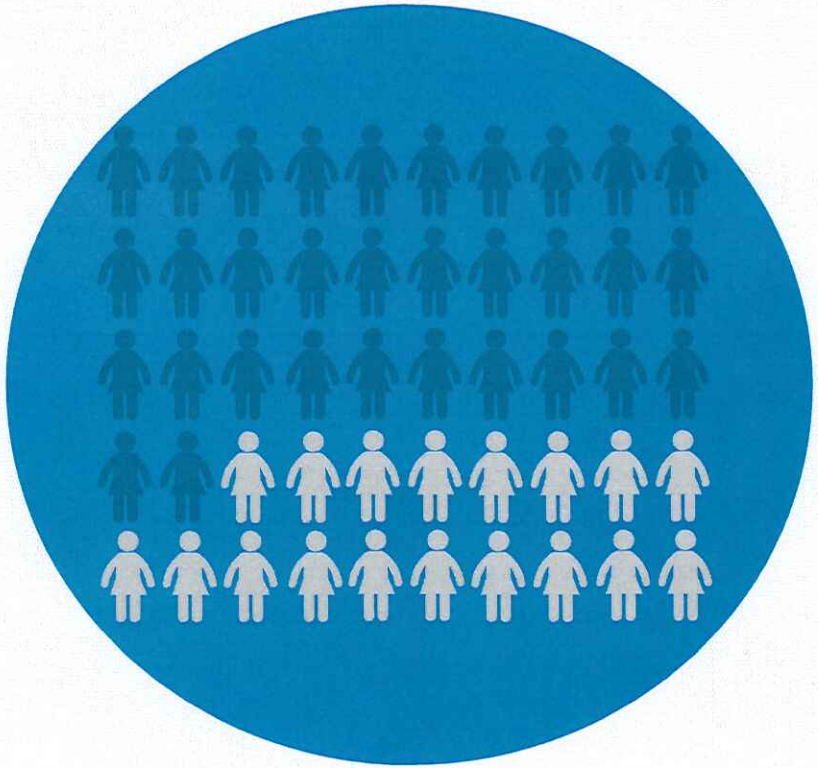
AT&T LTE
11:13 AM
Saline County
Welcome to the
Saline County Revenue Office
Renewing your car tags?
Make sure you've assessed your property first. The assessor's office is down the main hall on the right. See more details on property assessment in Saline County here.
If you haven't paid your property taxes, you'll need to stop by the collector's office (the first door on the right). You can view your tax bill online here.
More Online Services

# Integration



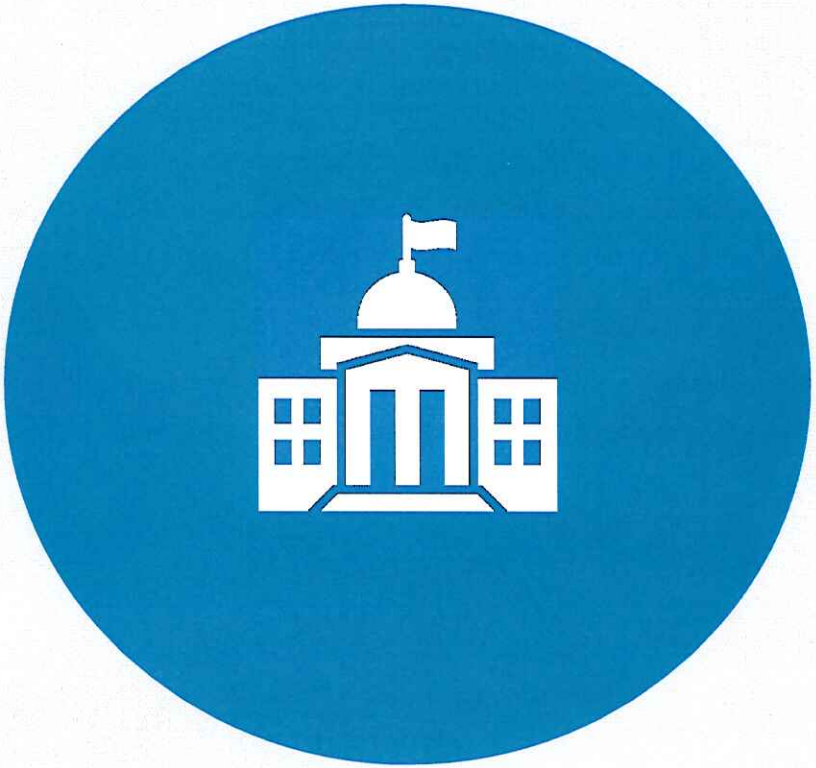
Amazon recently released the Alexa Skills Kit (ASK), which is an SDK that allows developers to integrate Alexa (the voice service that powers Amazon Echo) into their apps. Amazon has one-upped that offering by making ASK free. Now hobbyists and commercial developers can easily integrate their devices into Echo.

# Citizen Value Proposition



- Provide citizens whole new level of convenience and access to government
- Seamless transaction capability
- Relevant, personalized content delivery
- An experience that is so convenient and progressively valuable, there is no reason to interface with government any other way

# Government Value Proposition



- Direct access to user base
- An engine to drive adoption
- Market intelligence; ability to target
- Shows agency is being responsive to the public

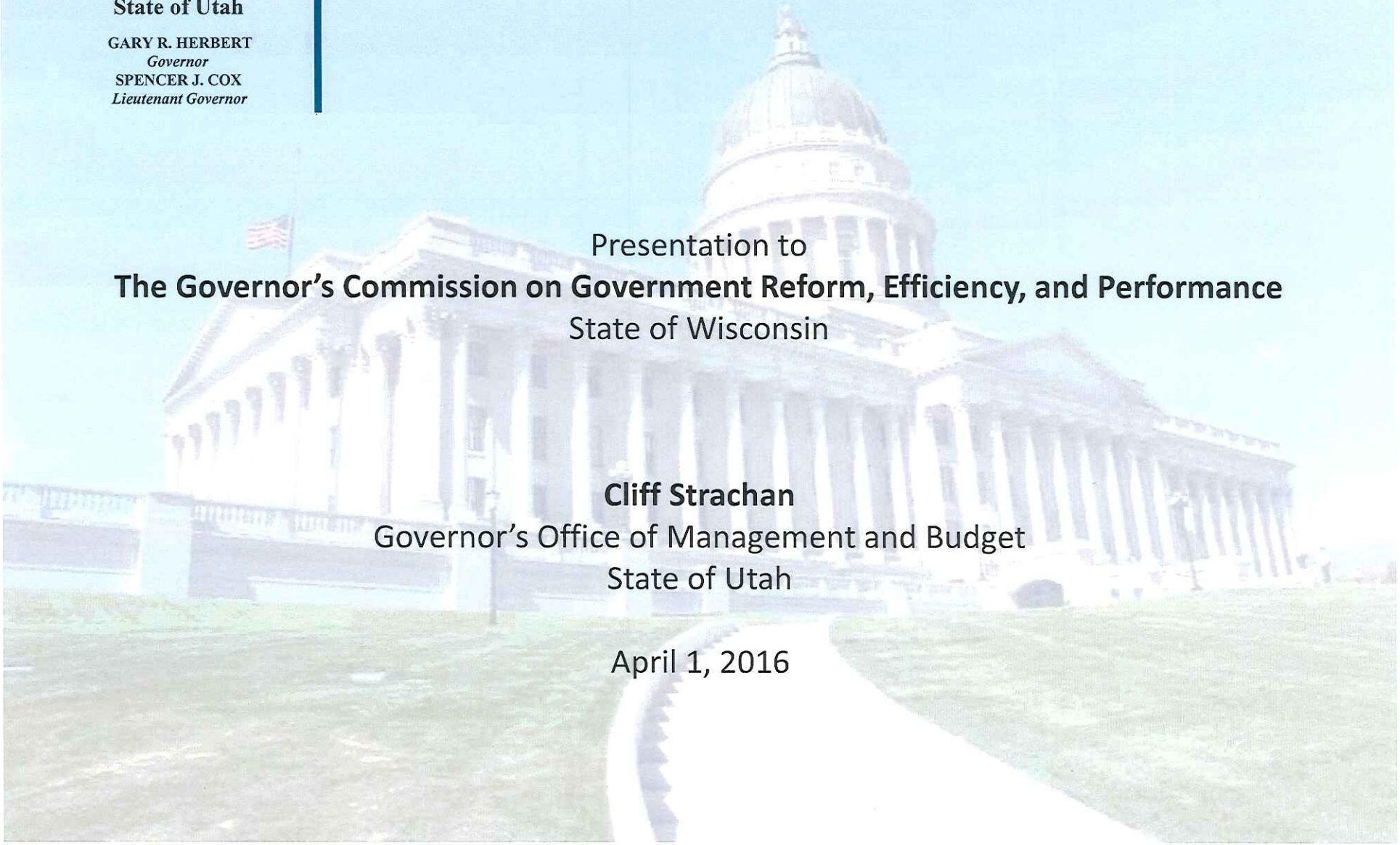
# Wisconsin Services

- DNR Hunting and Fishing Licensing
- DFI Business Annual Reports
- DFI/DOR/DWD One Stop Business Filings
- DOR Property Tax Payments and Reminders
- GAB Election (voter registration, election information)
- DSPS Professional License Renewals
- DOT Vehicle Registration Renewal
- DOT eNotifications
- Municipalities

State of Utah

GARY R. HERBERT
*Governor*
SPENCER J. COX
*Lieutenant Governor*

**FREE MARKET PROTECTION & PRIVATIZATION BOARD**
KIMBERLEY JONES
*Chair*



Presentation to

# The Governor's Commission on Government Reform, Efficiency, and Performance

State of Wisconsin

**Cliff Strachan**
Governor's Office of Management and Budget
State of Utah

April 1, 2016

*Utah Governor's Office of Management & Budget*

A history of reform processes:

| | |
|---|---|
| **Agency Realignment** | Consolidate state agencies to achieve efficiencies |
| **Balanced Scorecard** | Create a culture of quality governance by focusing on key performance indicators, aligning day-to-day operations with strategic vision and statutory mission and reporting key operational measures to the Governor's Office; retired in 2013 |
| **Optimization Commission** | Conduct a careful and thoughtful independent review of current governmental practices and submit recommendations to the Governor on ways to better optimize Utah state government |
| **SUCCESS Framework** | Improve government performance by at least 25% |

# FREE MARKET PROTECTION & PRIVATIZATION BOARD

## History

1989 Legislature creates Privatization Policy Board
1997 Earliest minutes available
2003 Expands reach to include counties and municipalities
2008 Appropriations for staff made and then cut
2013 Moved to Governor's Office of Management and Budget and funds appropriated

## Privatization Defined (1997)

"***Privatization***" means action by a state agency to contract with the private sector or with another state agency to perform functions or services currently being performed by it.

"***Commercial activities***" are activities that the government performs with its employees or resources but could obtain from private-sector sources.

"***Inherently Governmental Activity***" is a government activity that is so intimately related to the public interest that it must be done by government employees.

# FREE MARKET PROTECTION AND PRIVATIZATION BOARD

## Mission Statement

The mission of the Free Market Protection and Privatization Board is to:

**Study and consider privatization issues related to state agencies and local entities.** The board may review activities to determine (1) whether privatization of an activity, in whole or in part, would be feasible, result in cost savings, and result in equal or better quality of goods or services provided, and (2) ways to eliminate unfair competition with private enterprise.

**Make recommendations concerning privatization or findings of unfair competition.** The board shall recommend privatization to an agency if privatization would be a more cost efficient and effective way to perform or provide an activity.

The Free Market Protection and Privatization Board **will focus its attention on issues relating to privatization that involve agencies of state government**, but may also study and make recommendations concerning local entities. To accomplish its statutory responsibilities, the board will:

Compile and maintain a **Commercial Activities Inventory** to study. The list will classify state agency activities as either commercial or inherently governmental in nature. The list will be available to the public.

**Consider requests from interested parties.** The board may study an issue at its own initiative, by request of an agency, local entity, or private enterprise, in response to a complaint of unfair competition, or in consideration of a proposal made by any person. The board will consult, communicate with, and access information from agencies, other entities promoting privatization, managers and employees in the public sector, and other stakeholders.

Establish an **accounting method** that enables reasonable comparison. The board is required to establish an accounting method that is similar to generally accepted accounting rules used by private enterprise and which allows an agency to identify the total actual cost of engaging in a commercial activity.

# Commercial Services Inventory

| |
|---|
| Services highlighted in grey are those that have been determined to be "Commercial" in nature. |
| Services marked both as "Commercial" and "Inherently Governmental" have aspects that are considered to fall into both categories ( i.e., - commercial activities that |
| Services marked "Further Study Required" are currently being assessed for their privatization capabilities. |
| Note that services marked as commercial do not necessitate a designation of "privatizable". Some services should not be privatized due to cost benefit analysis - or |

## Department of Administrative Services

### Administrative Rules

| Services | Commercial | governmental | Already Privatized | Required | Recommended |
|---|---|---|---|---|---|
| Administrative Filing | | X | | | |
| Publication Services | X | X | | | |
| Codification of Rules | | X | | | |
| Deadline Notification | | X | | | |
| Procedural Review | | X | | | |
| Rulemaking Assistance | | X | | | |

### Archives and Records Service

| Services | Commercial | governmental | Already Privatized | Required | Recommended |
|---|---|---|---|---|---|
| Archiving | | X | | | |
| Records Management | X | X | | X | |
| Microfilming Services | X | X | | | |
| Records Storage & Retrieval | X | X | | | |
| Reformatting Services | X | X | | | |
| Public Notice Online Posting | X | X | | | |
| Patron Services | X | X | | | |

### Facilities Construction and Management

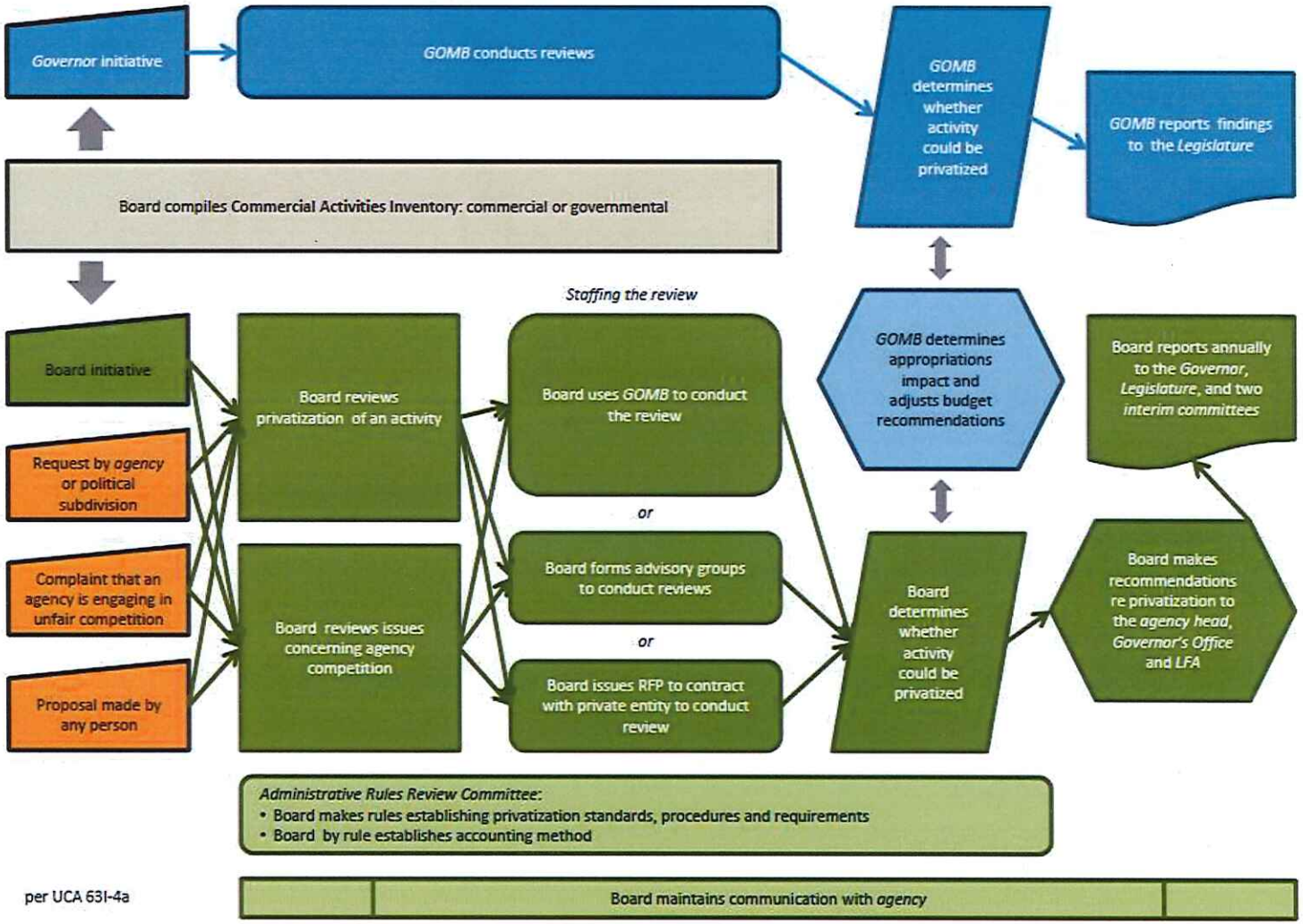
| Services | Commercial | governmental | Already Privatized | Required | Recommended |
|---|---|---|---|---|---|
| Construction Management | X | | | | |
| Building Efficiency Program | X | | | | |
| Real Estate Services | X | | | | |
| Code Inspection | X | | X | | |
| Maintenance Management | X | | | | |
| Janitorial | X | | | | |

### Executive Director's Office

| Services | Commercial | governmental | Already Privatized | Required | Recommended |
|---|---|---|---|---|---|
| General Services | | X | | | |

| Department of Transportation<br>Board reviewed 10/10/2013 | | |
|---|---|---|
| **Administration** | | |
| **Communications: Responds to media requests, manages outreach and educational programs.** | | |
| 1. Private Industry Competition? Y/N | Y | |
| 2. In Yellow Pages? Y/N | Y | |
| 3. More than one competitor? Y/N | Y | |
| **Analyst Recommends Further Review** | N | Private sector support for program execution as needed. Agency operates contract pool for programs and projects. |
| **Finance: Comptroller's Office - systems and control, federal aid and project accounting, and budgets.** | | |
| 1. Private Industry Competition? Y/N | N | |
| 2. In Yellow Pages? Y/N | N | |
| 3. More than one competitor? Y/N | N | |
| **Analyst Recommends Further Review** | N | Some services are available in private sector but state handles its finances inhouse. |
| **Human Resources: DHRM provides all services for UDOT.** | | |
| **Legal: Legal services for state agencies provided by the Office of the Attorney General.** | | |
| 1. Private Industry Competition? Y/N | Y | |
| 2. In Yellow Pages? Y/N | Y | |
| 3. More than one competitor? Y/N | Y | |
| **Analyst Recommends Further Review** | N | |
| By statute the AG represents UDOT. Sometimes AG hires outside expertise. | | |
| **Policy and Legislative Services: Support policy initiatives and provides legislative liaison services within agency.** | | |
| 1. Private Industry Competition? Y/N | N | |
| 2. In Yellow Pages? Y/N | N | |
| 3. More than one competitor? Y/N | N | |
| **Analyst Recommends Further Review** | N | |
| **Operations** | | |
| **Aeronautics: Adminsters Federal and State aviation funds and operates three aircraft. Federal grants provide operations and capital improvement funds may go to 36 of 46 public use airports; operates and maintains state-owned aircraft; provides state funds and assistance to 46 public use airports.** | | |
| Federal Aviation Funds | | |

# *Free Market Protection and Privacy Board Process*



A workable process for the identification and evaluation of potential privatization opportunities.

**STATE OF UTAH**
**Free Market Protection and Privatization Board**

**PROCESS FOR EVALUATION OF ALTERNATIVE SERVICE DELIVERY STRATEGIES**

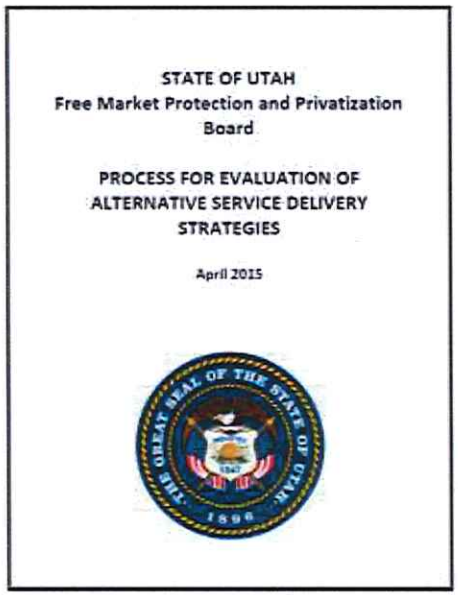
**April 2015**

Guiding principles

- Increase the quality and timeliness of services.
- Improve the efficient and/or effective delivery of services.
- Decrease the costs of services.
- Eliminate or reduce unfair competition.
- Protect the tax base of the State.
- Broaden the revenue base of the State.
- Further the overall mission and goals of the State.
- Continue appropriate protection of the State's vulnerable citizens (e.g., children, elderly, disadvantaged, disabled).
- Continue protection of data and information as required by State legislation and regulation, as well as Federal rules and regulations.

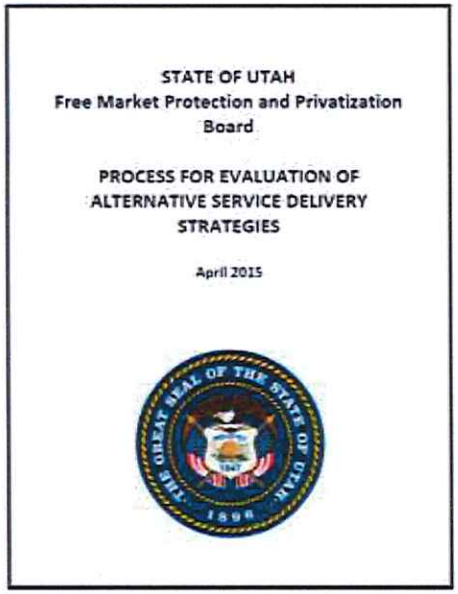
Major lessons: What is needed?

- Organizational and analytical structure
- Recommend legislative and/or budgetary changes.
- Reliable and complete cost and performance data ; assessment and monitoring tools
- Transition strategies
- Contract monitoring and/or project oversight
- Some policy options may be contrary to the self-interests of departments and employees.
- Communicate with employees and make a commitment to fair treatment of those employees, as privatization strategies are investigated and implemented.




The Process:

1. Create a long-term assessment plan
2. Prepare annual assessment plan
3. For each service, conduct a preliminary assessment
   a. Mission Criticality
   b. Current Performance
   c. Perceived Reward
   d. Perceived Risk
   e. Current Cost
4. Conduct detailed review based on evaluation forms
5. Draft performance contract for use in RFP
6. Implement appropriate State procurement procedures



STATE OF UTAH
Free Market Protection and Privatization Board

PROCESS FOR EVALUATION OF ALTERNATIVE SERVICE DELIVERY STRATEGIES

April 2015

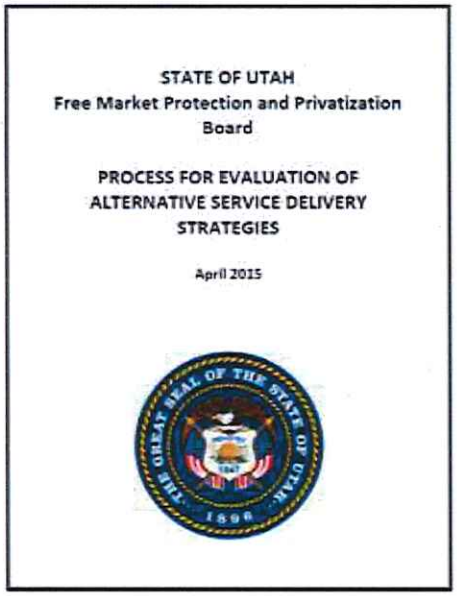
## The Process

1. Create a long-term assessment plan
2. Prepare annual assessment plan
3. For each service, conduct a preliminary assessment
    a. Mission Criticality
    b. Current Performance
    c. Perceived Reward
    d. Perceived Risk
    e. Current Cost
4. Conduct detailed review based on evaluation forms
5. Draft performance contract for use in RFP
6. Implement appropriate State procurement procedures

## Analyzing a service for potential privatization

1. General elements
2. Cost elements
3. Performance elements
4. Staffing elements
5. Summary impressions

## Scoring



STATE OF UTAH
Free Market Protection and Privatization Board

PROCESS FOR EVALUATION OF ALTERNATIVE SERVICE DELIVERY STRATEGIES

April 2015

## The Process

1. Create a long-term assessment plan
2. Prepare annual assessment plan
3. For each service, conduct a preliminary assessment
   a. Mission Criticality
   b. Current Performance
   c. Perceived Reward
   d. Perceived Risk
   e. Current Cost
4. Conduct detailed review based on evaluation forms
5. Draft performance contract for use in RFP
6. Implement appropriate State procurement procedures

## Analyzing a service for potential privatization

1. General elements
2. Cost elements
3. Performance elements
4. Staffing elements
5. Summary impressions

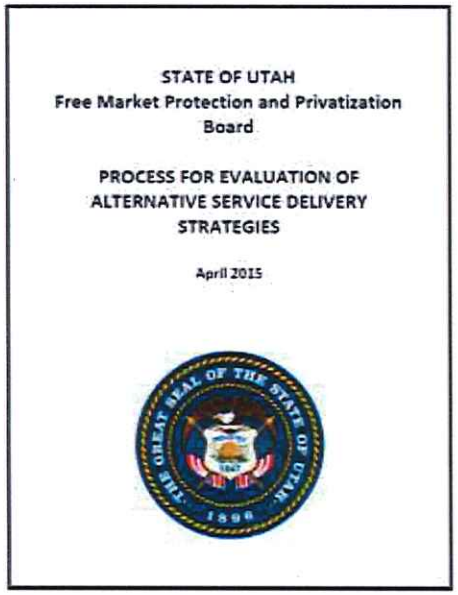
Scoring

## Best practices: Performance Contracting

- Clear identification of services to be contracted
- A meaningful scope of work
- Determine performance measures
- Performance incentives and practices
- Appropriate contract management

## ALTERNATIVE SERVICE DELIVERY STRATEGIES

- Contracting Out or Out-Sourcing
- Disposing of Unprofitable Government-Funded Activities
- Improving Efficiency, Quality, and Responsiveness of Services
- Leasing Equipment or Facilities
- New/Expanded Use of Good Business Practices
- Providing Services with VolunteersPublic-Private Competition
- Public-Private Partnership
- Removing or Reducing Regulations
- Shedding Assets
- Shedding Unnecessary Services
- Social Impact Bonds
- Use of Vouchers for Clients to Purchase Services from the Private Sector
- Using Assets to Increase Revenues



STATE OF UTAH
Free Market Protection and Privatization Board

PROCESS FOR EVALUATION OF ALTERNATIVE SERVICE DELIVERY STRATEGIES

April 2015

# Evaluation by survey

## *Commercial Activities Inventory Survey (Tier 1)*

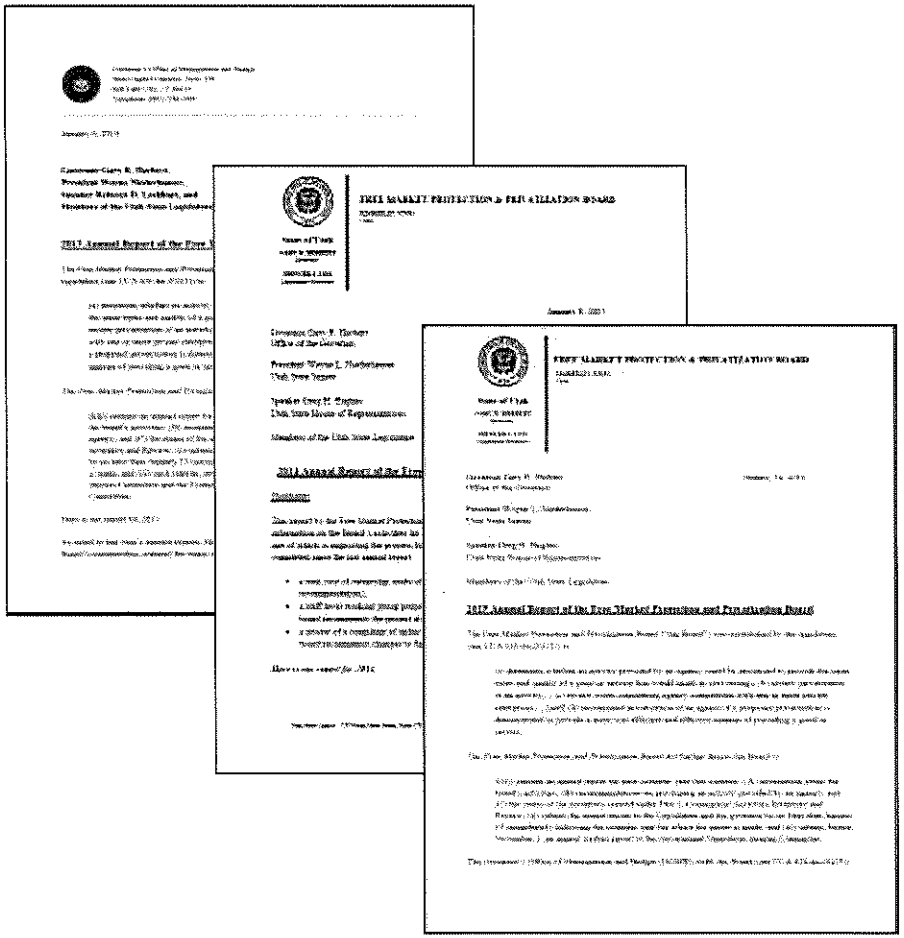
| Tier 1 Questions | | Responses | MAXIMUM SCORING RANGE Yes | No | SCORE | |
|---|---|---|---|---|---|---|
| T1 | Describe the service/function so there is a clear understanding of the service and how it operates. | | | | | |
| T2 | What is the budget for this service/function? | | | | | |
| GE2 | Do other alternatives exist for providing the service? | | 25 | 0 | | |
| GE6 | Are there any known legal barriers to privatization? | | 0 | 25 | | |
| GE7 | Are there any obvious risks to be considered with the privatization of this service? | | 0 | 25 | | |
| PE3 | Would there be a high level of risk if a privatized service did not meet required performance requirements? | | 0 | 25 | | |
| GE5 | Has this service been successfully privatized by other state or local governments? By the Federal government? | | 15 | 0 | | |
| PE1 | Does this service currently utilize quantifiable and measureable performance measures? | | 15 | 0 | | |
| GE1 | Is the service being reviewed considered a mission critical service of Utah State Government? | | 0 | 5 | | |
| CE11 | Does the current State service have excess capacity that could be sold due to a privatization arrangement? | | 5 | 0 | | |
| GE8 | Does a vendor need access to confidential information? | | 0 | 5 | | |
| GE4 | Is there a significant level of political opposition to privatization of this service? | | 0 | 20 | | |
| | Tier 1 | Score | 165 | | 0 | 0% |

*Privatization Review (Tier 2)*

Agency:

| Tier 2 Questions | | Responses | MAXIMUM SCORING RANGE Yes | No | SCORE |
|---|---|---|---|---|---|
| CE3 | Do the current costs for providing this service appear high? | | 25 | 0 | |
| CE4 | Does State service cost appear to be higher than privatized costs? | | 25 | 0 | |
| Sum2 | Do you think service quality will improve? Or should improve? | | 20 | 0 | |
| CE5 | Would it be difficult to monitor service costs for a privatized service? | | 0 | 20 | |
| CE13 | Would staffing costs to be eliminated due to privatization be equal to or greater than the ratio of staffing costs to overall service costs? | | 20 | 0 | |
| Sum3 | Do you think costs will decrease? Or should decrease? | | 20 | 0 | |
| CE2 | Does the percentage of fixed current costs appear to exceed 50% | | 0 | 20 | |
| CE3 | Does the percentage of variable current costs appear to exceed 50% | | 20 | 0 | |
| PE2 | Would it be difficult to assess the performance of the privatized service? | | 0 | 15 | |
| PE5 | Would the State be able to reward or penalize any vendor or performance? | | 15 | 0 | |
| GE3 | Could the State replace a provider if costs or performance proved unsatisfactory? | | 15 | 0 | |
| GE1 | Are the potential impacts on State employees considered to be significant or out of proportion to potential gain from privatization? | | 0 | 15 | |
| CE10 | Is the estimated costs of employee lay-offs greater than 25% of the total cost savings if the service were to be privatized? | | 15 | 0 | |
| PE4 | Would the State be able to transfer liability to a service vendor in the case of poor performance? | | 15 | 0 | |
| CE7 | Are the estimated annual costs of contract monitoring less than 15% of the estimated annual cost savings? | | 15 | 0 | |
| CE9 | Are other State departments paying a part of this service? | | 0 | 15 | |
| PE6 | Would it be difficult to construct a performance contract for this service? | | 0 | 15 | |
| Sum1 | Are you comfortable privatizing this service? | | 15 | 0 | 0 |
| CE12 | Does the current State service operate any facilities that could be shed due to privatization? | | 10 | 0 | |
| Sum4 | Are there other issues which cannot be scored but need to be considered? | | 0 | 10 | |
| CE6 | Do the estimated costs of contract development appear to exceed 15% of the estimated annual savings? | | 0 | 10 | |
| CE8 | Would privatization have a positive impact on tax revenue? | | 10 | 0 | |
| | Tier 2 | Score | 160 | | 0 |
| | Tier 1 + Tier 2 | Score | 525 | | 0 |

# Annual and Interim Reporting



Student Information Systems – State Office of Education

Alcoholic Beverage Control

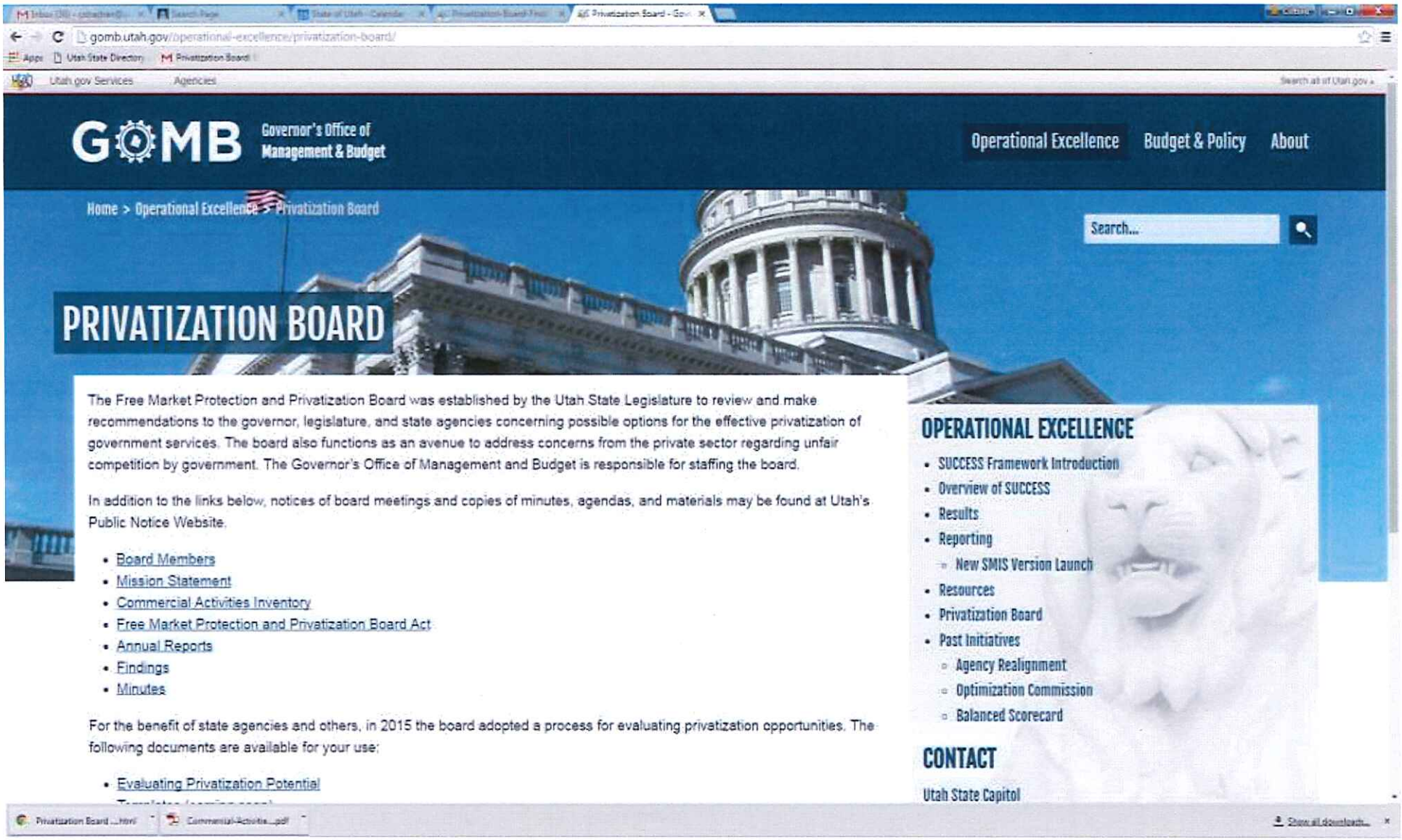
Property Damage Subrogation Pilot Project - Transportation

Maintenance - Transportation

Fleet Operations – Administrative Services

Total Cost of Ownership Study – Human Resource Management and Payroll

Campsite Reservations – State Parks and Recreation




http://gomb.utah.gov/operational-excellence/privatization-board/

State of Utah

GARY R. HERBERT
*Governor*
SPENCER J. COX
*Lieutenant Governor*

**FREE MARKET PROTECTION & PRIVATIZATION BOARD**
KIMBERLEY JONES
*Chair*

**To implement privatization, you need:**

**Political champion**
**Implementation structure**
**Legislative and resource changes**
**Reliable cost data**
**Strategies for workforce transition**
**Monitoring and oversight**

# *Questions?*

**Cliff Strachan**
Program Specialist, Privatization
cstrachan@utah.gov
(c) 801-652-4063
(w) 801-538-1861