"Winning" at E-Government

Presentation for Syracuse University Students

May 17, 2001

Introduction

- What we've done, where we're going, and how the choices we made led to the E-Citizen Services Award

- Challenges and hopes for "E-Government"

The HUD story: in the beginning...

- First HUD web site posted April 1995
- First job: define the purpose
    - George Latimer: focus on citizens
    - Mom: organize from the audience's point of view
    - Henry Cisneros: it's not about HUD — it's about homes and communities

Statement of purpose

HUD's Homes and Communities Page is a clearinghouse of information and services about homes and communities for citizens and for our current and potential business partners. It's designed to empower citizens and business partners by giving them what they want, when they want it, in ways that make sense to them, so they can solve their own problems and achieve their objectives.

Watch us grow!

An Introduction to

The U.S. Department of Housing and Urban Development

HUD Officials

Programs at HUD

What Program Areas are Doing

HUD Asset Sales

The HUD Gopher

HUD Offices

U.S. Department of Housing and Urban Development's
Homes and Communities Page

Homes · Featured Items · Community Center · You The Citizen

What's New!

Library · OPEN Market Place · About HUD · Town Hall

ENTER FRAMES MODE

Community Center: Information about and for communities including community plans; ideas that work; funding opportunities, guidance, and technical assistance for non-profits and community organizers; volunteer possibilities; and links to community building web sites

Homes: Information about buying and renting homes; housing options for people with low incomes; fair housing laws; housing counseling; FHA premium refunds and third party tracers; and links to other housing related web sites

Market Place: Information and opportunities for HUD's business partners and potential partners; asset sales; forms; HUD's NOFA Schedule; and links to other business web sites

Library: HUD's research site HUD User; downloadable documents; 800 numbers; and a catalog of housing and community related web sites

Town Hall: A place to meet and "chat" about public policy issues.

HUD: Transformation plans; staff directory; information from HUD's five major program areas Community Planning and Development, Housing (FHA), Public and Indian Housing, Fair Housing and Equal Opportunity, and Ginnie Mae; other major offices; HUD's Inspector General; and links to HUD's Local Offices

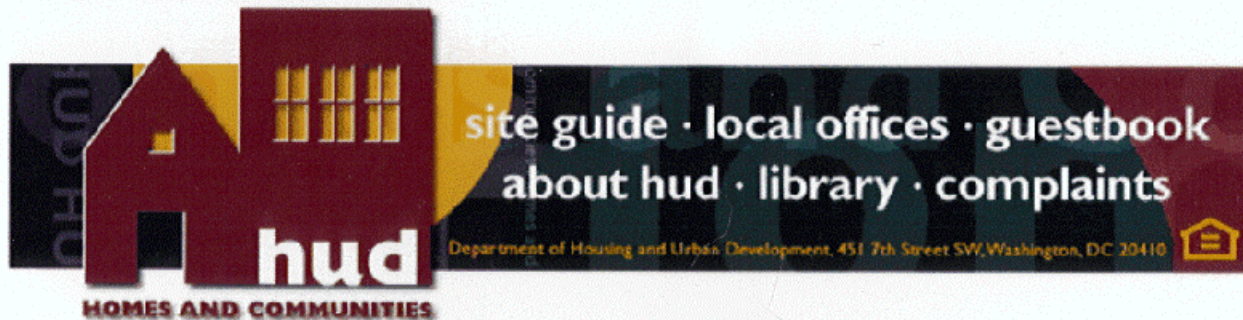**You, The Citizen:** Tips on how you can use the information on HUD's home page to become an empowered citizen

Search · Guestbook

We welcome your comments and suggestions!
Send them to Candi Harrison
(Candis_B._Harrison@hud.gov).

Please read this disclaimer

Visitor's Center
272852
Since 7/1/96

![hud logo] **hud**
HOMES AND COMMUNITIES

hud highlights

state of the cities
report

Community
Empowerment
Conference

notice of funding
availability/notice
inviting applications

ez round II application
notice

more highlights...

HUD News

**HUD On Your Side:
Consumer Information**

Communities

Homes

Business Opportunities

Groups

Kids Next Door

Let's Talk

homes and communities
US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

topics

hud news
own a home
rental help
homeless
your community
business
contracts
consumer info
complaints
about hud
reading room
handbooks/forms
kids
let's talk
local info
fed one-stops

search

GO

community news

The Community of the Good Shepherd (CGS) is comprised of four group homes housing thirty developmentally disabled men from the metropolitan Kansas City area who require 24-hour care. It provides quality care and ensuring the residents lead a life of dignity and respect. CGS staff, parents, and volunteers all contribute their time and resources in helping maintain the homes and improve the lifestyle of the residents. Visit our best practices database.

hud highlights

Daily message
National Calendar of Events
HUD's Community Technology Centers
HUD-Treasury to Curb Predatory Lending
State of the Cities
Funds available/SuperNOFA
Best Practices - Symposium Registration - New
Web Clinics for HUD Partners - New Cities!

homes for sale

Find a home

pick your group

First Time Homebuyers
Senior Citizens
Veterans
Women
People With Disabilities
Farmworkers
Native Americans
Students/Researchers
Lenders
Real Estate Brokers
Appraisers
Empowerment Zones
PHAs/Tribes
NonProfits
Grantees
Community/Interfaith Groups
Elected Officials
Multifamily Industry
Homeless Assistance Providers
Fair Housing/Civil Rights
Black Colleges/Universities
Small Businesses
International Partners
Health Care Facilities Providers
Auditors/Investigators
Investors
State/Local Government
Third Party Tracers

U.S. Department of Housing and Urban Development   451 7th Street, SW   Washington, DC 20410   (202) 401-0398   (202) 708-1112 (TTY)

Privacy Statement   Last modified: June 21, 2000

homes and communities

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

hud news
news releases
initiatives

homes
buying
selling
renting
homeless
home improvements
hud homes
fha refunds
foreclosure
consumer info

communities
your community
volunteering
organizing
what works
economic development

working with hud
grants
other funds
contracts
work online
about hud
hud jobs
local info
complaints

resources
library

community news

Alternative Structures International in Waianae, Hawaii, transitions homeless to permanent housing. Ohana Ola participants are provided with safe, sanitary housing for up to 24 months. In return, families must participate in classes designed to address substance and domestic abuse issues, job readiness, nutrition, budgeting, and literacy. Visit our **What Works page**.

hud highlights

- **Daily message**
- **National Calendar of Events**
- **HUD's FY 2002 Budget Announced**
- **HUD SuperNOFA released**
- **HUD announces allocations**
- **FY 2001 Income Limits Now available**
- **Important update on Best Practices initiative**
- **Web Clinics for HUD Partners**

at your service

- Learn how to **buy a HUD home**
- Learn how to **apply for public housing and Section 8**
- See if HUD **owes you a refund** on your FHA loan
- Find a **HUD-approved lender** in your area
- Talk to a **housing counselor**
- File a **housing discrimination complaint**
- Submit **Freedom of Information Act(FOIA) request**
- Learn more about **things you can do on HUD's site**

let's talk

Talk with us and others about issues important to you:

- **Current discussions**
- **Suggest your own topic**

sections just for you

Citizens
Homebuyers, **Senior citizens**, **Veterans**, **Kids**, **Students**, **People with disabilities**, **Researchers**, **Landlords**, **Tenants**, **Farmworkers/ colonias**, **Native Americans**

Housing Industry
Lenders, **Brokers**, **Housing authorities/ tribes**, **Multifamily industry**, **Appraisers**, **Health care facilities providers**

Other Partners
Grantees/ non-profits, **Elected officials**, **Small businesses**, **Fair housing**, **Investors**, **Auditors/ investigators**

homes for sale
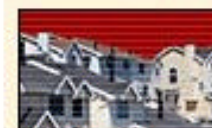
Find homes for sale from HUD and other federal agencies.

now playing

View HUD's SuperNOFA webcasts **live**. If you missed a broadcast, you can still see it in our **archives**.

FIRSTGOV
Your First Click in the U.S. Government

Visit **FirstGov.gov**

Where we are

- One million pages, in hard copy
- 630,000 visitors per month
  - 1.5 million visits
  - 83 million "hits"
  - 75% are "citizens"
  - Most want to buy a home

Where we are

- More than 50 interactive business processes
  - FHA Connection — 200,000 transactions each day
  - Brokers can submit bids for HUD homes

Where we are

- Citizen services
  - Homes for sale — not just from HUD
  - FHA mortgage insurance premium refunds
  - HUD-approved lenders, condos, and planned developments
  - Search for subsidized apartments
  - Interactive maps
  - File a fair housing complaint

Where we are

- Browse HUD handbooks and publications
- Complete and print HUD forms
  - 1500 forms in HUDclips
- Purchase HUD research reports
- Find a volunteer opportunity
- See front page: "At your service"

How do we know we're successful?

- Awards – nice
- Stats – helpful
- Audience feedback – great!

What else are we doing with the web?

- HUDweb
  - Born in 1996
  - Management and communications tool
  - More than half million visits each month
  - More than 50 internal work processes
    - Check personnel records
    - Sign up for savings bonds
    - Take GTR orientation online
    - Order business cards

What else are we doing with the web?

- ## HUD Answer Machines
  - Free access to HUD's web site in every office
  - 1,500 users each month

What else are we doing with the web?

- ## HUD Kiosks
  - "ATMs" provide basic information to the public
  - 93 located in public spaces across the country
  - Web based content is consistent, current, interactive
  - Citizen services: find HUD homes, search for apartments
  - 25,000 users each month
  - Recent review: 54% say they'll use info

What else are we doing with the web?

- Traveling kiosks
    - Mini versions of kiosk
    - Offer both kiosk content and HUD's web site
    - 300 events each year

What else are we doing with the web?

- Web Clinics
  - Help create web sites that deliver the services we fund
  - Goal: network of web sites that take citizens from learning to serving
  - 28 clinics to date: 1,000 participants, 700 organizations
  - Teach: what to do with the web, do's and don'ts for managing, marketing, how to "write" a web site, tips and tricks for free tech support
  - Web Clinic Wizard – free software

On the platter

- Goals this year
  - Connect people with people
    - Housing counseling
  - Connect people with government
    - Government "of" and "by" the people – not just "for" the people
    - Town halls
    - Talk shows
    - Virtual teams
  - Do what we're doing – only better
    - Customize

On the platter

- Educational webcasts
  - How to buy a home?
  - What is housing discrimination?
- Kiosk partnerships
  - Interagency kiosk forum
  - State and local governments

On the platter

- hud@work
  - New intranet site
  - Customizable
  - Better organization

What are we doing well?

- Organizational structure
    - Department Web Team
    - Headquarters program office web managers
    - Field office web managers
    - Tech support by contractors

What are we doing well?

- Clear roles
    - **Writers/editors/communicators**: determine focus, decide on look and feel, organize content, write segues, edit narrative to make it audience-friendly
    - **Entrepreneurs**: stir the pot, create business for the web, understand management problem – help managers figure out how to use the web to address them
    - **Advocates**: listen to the audience, know what they want and need, make sure we deliver
    - **Marketers**: tell the audiences what HUD's web products offer

What are we doing well?

- **<u>Teachers</u>**: show staff how to use the web
- **<u>Visionaries</u>**: look to the future, inspire creativity in others with our own passion for what we do

What are we doing well?

- Focus on the audience
  - Know them
    - Who are they? What do they want to know? What do we want to tell them?
    - Remember people with slow modems/people with disabilities
  - Listen to them
    - They tell us what to put on the web
    - E-mail, stats, focus groups
  - Organize in ways that make sense to them
    - First to use customer oriented pages

What are we doing well?

- One site — one HUD
  - Consistent look and feel
  - "McDonalds approach"

What are we doing well?

- Use new technologies when they make sense
  - Webcasts: 150 hours; 11,000 viewers in past year; English and Spanish
  - Mailing lists
  - Chats
  - Just because you *can* do it doesn't mean you *should* do it!

What are we doing well?

- **Strong marketing strategy**
  - Go to the audience
    - Conferences, state fairs, home and garden shows, homebuyer fairs, public events
  - Leave a calling card
    - Distribute reminders, put web address everywhere
  - Listen to the audience
    - Focus groups, e-mail
  - Educate the staff
    - Web Day, monthly web drop-Ins

What are we doing well?

- Personal customer contact
  - 600 e-mails to the web manager each week
  - Housing web manager handles 2,500 per month
  - Boilerplate responses

What are we doing well?

- Tell the story!
  - Tell our bosses, peers, the world
  - Praise contributors
  - Inventory successes
    - "At your service"
  - Write articles, apply for awards, showcase accomplishments
  - Success begets success!

And now…"E-Gov"

- New name — same game
- Not just e-commerce; *e-service*
- Goal: seamless service to citizens
- Advantages: more resources, more attention
- Downside: the name - intimidating, over-used

The issues

- Organizational culture
  - Do you value citizens as customers?
    - Or just partner orgs?
  - Do you value results that may not be quantifiable?
    - Especially with GPRA
  - Do managers "own" e-government?
    - Or assign it to the "techies"

The issues

- Management strategy
  - Some agencies are trying consensus – slow progress
  - Consultants: start small, scale fast
  - HUD strategy:
    - Reinforce individual contributions (top and bottom)
    - Ignore nay-sayers
    - Gain external validation
    - Play off band-wagon effect
  - Running a web site is like running a newspaper

The issues

- Impact on organizational structure
  - Jobs could change, reporting relationships could change, resource needs could change
  - Change is good — but hard
- Impact on long-standing processes and relationships
  - Tough program decisions on eliminating the "middlemen" (e.g., brokers)
- Keeping focused on innovation, in the face of laws, regs
  - Privacy, security, accessibility could overwhelm
- How much is too much information?
  - Challenge: organized access to "everything"

The hopes

- Governmentwide database of info instead of separate web sites
- New job opportunities for staff
    - Work at home, flexible hours, flexible locations
- Citizen involvement in new ways, at more basic levels
    - Gain "control" through participation in policy creation
    - Citizens as partners in government – not just recipients of government
- More practical and strategic communications strategies
    - Currently, communications with citizens are fragmented, poor, not strategic (publications, faxes, clearinghouses, 800 numbers, call centers, web sites, notices, letters, TV/radio)
    - Web highlights need for better communications with citizens

The hopes

- Nationwide access to the internet
  - Federal Internet centers
  - Wireless access in remote areas
- Government as "teacher" and "enabler" rather than "parent" and "enforcer"
- Integration among/between government levels
  - Mitigate "silos"
  - Who will lead this – governmentwide CIO? President's Management Council?
- Better organization of functions
  - Portals highlight overlaps/redundancies among programs

The hopes

- New "communities"
  - Does government have a role?
  - What impact do virtual communities have on bricks and mortar communities?

The first steps

- Coming together
  - First Gov
  - Interagency portals
  - Kiosk forum
- Separating "content" and "technology"
  - Web content managers forum
  - Webmasters forum
- Cross-agency funding sources

Three keys: creativity, communication, courage

- **<u>Creativity</u>**: develop innovative products that help citizens do things they want to do

- **<u>Communication</u>**: tell citizens about the products; teach them how to use them

- **<u>Courage</u>**: risk failure, find flexibilities in laws/rules to "do the right thing," be willing to share power with citizens

Summary

- So how did we win the E-Citizen Services Award? We listened!
    - Focus on citizens
    - Organize from the audience's point of view
    - It's not about HUD – it's about homes and communities
- Great advice then – great advice now!

The good news? It's working!

- "After the (clinic), I remarked to everyone how impressed I was…HUD has morphed from monolithic bureaucracy to this great user friendly entity. It seems the e-culture has really been very important — if not key — to the change."

  - Safenet (nonprofit in Pittsburgh)