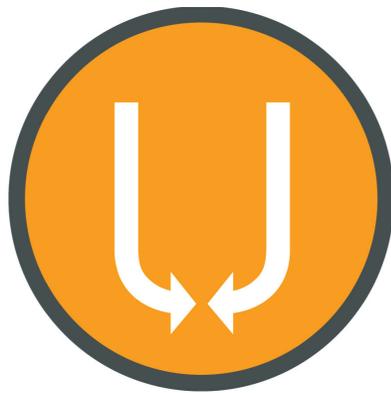


# Product Management Workbook

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**Utah**Interactive



**Contact us to get started:**  
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# History

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You're probably familiar with [www.utah.gov](http://www.utah.gov)—the official Web site of the State of Utah—in fact, you've probably even visited the site. Over the past six years, Utah Interactive has worked with the state of Utah to make Utah.Gov the premier state government Web site that it is today.

In 1999 Utah's Chief Information Officer awarded a contract to Utah Interactive, a subsidiary of the electronic government firm NIC. This contract accelerated the development of online government in Utah by creating a Government Services and Information Network. As the State's private partner in electronic government, Utah Interactive established, developed, and currently operates and maintains the State web portal (formerly "eUtah," now "Utah.Gov").

The goal of this public/private partnership is to increase electronic access and commerce among Utah residents, businesses, and other government entities. Utah.gov is truly the place where businesses, citizens, and government connect; so much so that in 2005 Brown University ranked Utah.Gov the best state government Web site in the nation in their annual electronic government survey.

At Utah Interactive, we employ the latest Internet technologies to connect businesses, citizens, and government. Our experienced team of designers, writers, software engineers, technology experts, product managers, and customer service representatives are energetic professionals committed to providing the highest level of service.

## Our Unique Business Model

Utah Interactive's unique business model is based on the self-funded, public/private partnership model first introduced by its parent company in 1991 in Kansas. This model provides for the development and support of the citizen-facing state portal and the interactive Web technology behind it without the direct appropriation of tax dollars.

### UI's Business Model

- Statewide Contract
  - o State and local government
  - o Political subdivisions
- Public/Private Partner Model
  - o Utah Interactive is the Private Partner
  - o State of Utah is the Public Partner
  - o Oversight by the CIO's office
- Self Funding
  - o Agency supported transaction fees
  - o Time and materials contracts

Utah Interactive is committed to providing top-notch service at a price the State can afford. As a technology leader and a proven enterprise private partner, we deliver.

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# Solutions

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At Utah Interactive, we want to be the best partner the State of Utah has ever had. We can help you and your agency define what it is you want to put online, build it, and help with maintenance upgrades and marketing as well as with a myriad of other services. Because of our state-wide contract state agencies can work with us without a Request for Proposal (RFP). We also understand the constraints of your budget and have flexible funding models to fit your agency's needs.

## Our Expertise

Utah Interactive has developed expertise in the following areas:

- Web Standards, including accessibility, usability, and browser compatibility
- Marketing of eGovernment services
- Web based application development
- Online payment processing
  - DSS (Data Security Standard)
- Web interface design
- Customer service
- Consultation

Utah Interactive's services encompass:

- Utah.gov portal design, portal infrastructure, development, and support
- Utah.gov customer support and technical support for UI-built online services
- Web design and consulting
- Business process review and strategy
- Web application product definition and development
- Web application support and maintenance
- Web application marketing and consultation to drive eGovernment adoption

As you can see, we're not just a development vendor; we're a full service partnership.

## Application Development Process

Stage One: Project Evaluation

- Evaluate business case to build application
- Data gathering and market research
- How does this application help meet partner goals?

Stage Two: Define Project

- Define functionality and business requirements
- Develop prototype of application for agency review
- Obtain agency approval
- Planning and scheduling



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# Solutions Cont.

## Stage Three: Development

- Implementation of requirements and prototype
- Initial testing of application against requirements

## Stage Four: Quality Assurance

- Migrate application to test environment
- Validation that the application met requirements
- Agency testing of application
- Obtain agency approval

## Stage Five: Launch

- Migrate application to production environment
- Press release/marketing
- Post project review

## Stage Six: Maintenance

- Ongoing customer service and technical support
- Future enhancements

To help you understand the kind of work we most often do, here is a list of the types of applications we have built (this list is by no means exhaustive):

- Access to government data (e.g., motor vehicle records, professional licensee lists)
- Renewals and registrations (e.g., vehicle registrations, professional & business licenses)
- Payment processing (e.g., hunting and fishing license purchases)
- Filings, (e.g., UCC filings)
- Searches (e.g., professional licensing verification, business entity searches)

## Marketing

At Utah Interactive, we do a different kind of marketing because eGovernment is a different kind of market. Our marketing efforts include:

- Helping your agency incorporate online services as a natural part of your business operations
- Educating users by offering training seminars at industry association meetings, creating application demonstration Web sites, CDs, and other training materials
- Driving adoption through:
  - o No or low convenience fees
  - o Agency policy that encourages and rewards online versus offline processes
  - o Encouraging agencies to push online services to constituents
- Branding applications
  - o Brand name recognition
  - o Logo design

For a complete list of online services, please visit [Utah.Gov/services](http://Utah.Gov/services).

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# Utah.Gov Success Story

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## Success Story

**Project Name:** Utah.Gov

**URL:** <http://www.utah.gov>

**Agencies Involved:** Chief Information Officer's Office, Governor's Office, Utah Interactive, LLC

**Target Customers:** Citizens and businesses of Utah as well as Web surfers seeking more information about Utah.

**Project Description:**

Utah Interactive's strategy is to expand both the content and functionality of Utah.Gov because Utah.Gov has become the primary way citizens and businesses interact with state government. To this end, Utah.Gov has introduced a new, modern look along with several key new features—including new infrastructure—designed to help users more quickly and easily access the information and services they need.

Utah.Gov now offers its constituents nine special interest portals including:

- **iGov.Utah.Gov**—An electronic democracy portal that aggregates content related to understanding government, participating in government, and elections/voting into one, easy-to-find place.
- **News.Utah.Gov**—A dynamic news portal that uses RSS (Rich Site Summary) technology to gather government news from state and federal sources and allows users to subscribe to a personalized set of news feeds from a single location. News.Utah.Gov includes a tool, similar to a Web blog, that allows state agency Public Information Officers (PIOs) to post their own press releases directly to the news portal.
- **Alerts.Utah.Gov**—A dynamic alerts portal incorporating XML (eXtensible Markup Language) technology with intuitive site design. At Alerts.Utah.Gov, users will find real time status of the Homeland Security threat level, AMBER alerts, and PowerForward energy alerts. Users can also subscribe to XML/RSS feeds for these alerts and find links to relevant information on Utah weather, emergency preparedness, traffic conditions, and air quality.
- **HelpYourNeighbor.Utah.Gov**—Born in response to the Asian tsunami disaster, Help Your Neighbor is a first of its kind volunteer resource portal that spans the state enterprise. Concluding that tsunami relief was beyond the purview of Utah.Gov, we decided instead to develop an end-to-end information and resources portal designed to help Utahns help their neighbors. Aptly named, the Help Your Neighbor portal organizes content into two different areas—Emergency



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# Utah.Gov Success Cont.

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Preparedness & Prevention and Traditional Community Service—with the goal of educating users about the diversity of available opportunities and connecting them to their regional volunteer centers.

To house these new content areas, Utah.Gov has rolled out a new look. This new look maintains a very similar design so as to not confuse our customers. Left-hand primary navigation, links to popular online services in the middle of the page, and a Utah-specific header all remain intact, but with an updated look.

This fresh look also improves functionality, including:

- Use of Cascading Style Sheets (CSS) on the back end reduces files sizes, meaning Utah.Gov loads faster;
- The addition of a horizontal navigation bar makes finding day-to-day information about news, weather, and traffic much easier, more intuitive, and also modernizes the header's look;
- Special interest portals have their own real estate on the front page, making them easy to find;
- The concept of the special interest portal creates content that is more valuable and easier to locate;
- Primary, left-hand navigation has been tailored to be more intuitive: "Living in Utah" has become "Residents"; "Working in Utah" has become "Employment";
- The addition of the "Font Adjustment" tool on every portal page makes Utah.Gov more user-friendly to Utah's booming—and computer savvy—senior population;
- Use of RSS/XML makes content more consumable and relevant; news is real-time and broken links—and similar content errors—can be repaired quickly and easily everyplace they occur in the portal, ensuring that a problem is remedied the first time around.

As always, the Utah.gov portal header, footer, and navigation orientation are reiterated across the Utah government enterprise. This continuity contributes to a more intuitive, seamless interaction between government and citizens. And, two years later, Utah.Gov is still the only state portal to offer around-the-clock customer service and technical support with its award-winning 24/7 Live Chat Network.

## **New Infrastructure**

In addition to 24/7 customer service and support, Utah.Gov also boasts true 24/7 "up time." In order to ensure a seamless recovery of data and services in the event of a disaster, Utah.Gov operates on a dynamic and redundant service platform that spans both state and commercial assets. This service platform, known as the DRE (Dynamic Redundant Environment), has intelligence built in to discern service availability from both a primary and mirrored production environment.

Comprised of an assortment of servers in three different locations that are connected to each other through encrypted VPN (Virtual Private Network) tunnels, the DRE provides auto failover

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# Utah.Gov Success Cont.

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## Success Story

and real-time disaster recovery capabilities while at the same time providing uninterrupted service delivery—two features end users will certainly appreciate whether it is 10 a.m. or 2 a.m.

The DRE spans three data centers:

- The State of Utah's Information Technology Services (ITS)
- ViaWest Salt Lake City
- ViaWest Denver, CO

The DRE is built to withstand system failures at many levels, meaning that a disaster at one location within the DRE will not disable all production services.

Each of the three data centers involved in the DRE has:

- Temperature regulation controls
- Redundant power
- Fire protection
- Strict security access controls

These services, provided by the third party data center providers, further ensure that a major disaster will not interrupt UI's service delivery.

The core of the DRE is server and data redundancy:

- All services are replicated and updated real-time across all three data centers
- Servers/services in one data center can take over for failed servers/services in another location, allowing services to continue uninterrupted
- Faulty servers/services can be replaced in a timely manner without concern for disrupting service delivery

Having a quality portal and multiple online applications is still only as good as the infrastructure on which it runs. Migrating more mission critical services to the Internet in conjunction with the public's and state's increased dependence on those services necessitates implementing a modern 24/7 infrastructure.

### Technical Overview

- Languages: Java (primary), but we also have competencies in Perl, C++, C & PHP
- Database platform: MySQL (primary) and Oracle
- Server environment: Linux and FreeBSD

Additionally, our services run in a Service Oriented Architecture that allows us to build enterprise level components that are reusable by all applications in our environment.

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# Utah.Gov Success Cont.

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## Metrics for Measuring Success:

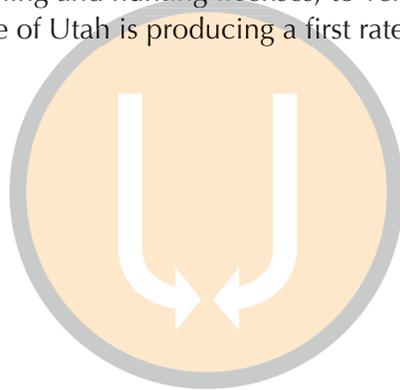
In 2005 Brown University named Utah.Gov the best state government Web site in the country in its annual eGovernment survey. In 2003 Utah.gov won the Best of the Web competition ("State Portal" category), sponsored by the Center for Digital Government. Additionally, here are some basic statistics on Utah.gov:

- Averages over 4.2 million accesses monthly
- Averages 76,000 unique page visits a day
- Over 200 interactive services
- Processes an average of 183,000 online transactions a month

## Testimonials:

From Andrew:

"I would like to commend the State of Utah for what it has done with online registrations throughout the state. From fishing and hunting licenses; to vehicle, boat, and RV registration; to business registration. The State of Utah is producing a first rate online presence."



Do you want your agency to be a part of Utah's "first rate" online presence? If so, contact Utah Interactive's product management team:

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Success Story

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# REX Success Story

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## Success Story

**Project Name:** Renewal Express (REX)

**URL:** <http://www.renewalexpress.com>

**Agencies Involved:** The Division of Motor Vehicles (part of Utah State Tax Commission), Utah Interactive, L.L.C.

**Target Customers:** Citizens and businesses that need to renew vehicle registration (including watercraft and off road vehicles).

### **Project Description:**

Renewal Express, an online service, allows Utah citizens to completely renew automobile, watercraft, and off-road vehicle registrations 24 hours a day and seven days a week, without ever leaving home. REX also accepts credit card payments. Using the online option allows citizens to print an immediate temporary permit, even for vehicles that have expired. Permanent registration decals are mailed within ten days of completing the online process. Building upon the powerful technology behind REX, Utah Interactive has launched a related, but separate "On the Spot" service in which participating emissions/inspections stations are able to provide customers with permanent registration decals "on the spot."

### **Metrics for Measuring Success:**

Since its launch in 2000, over 1 million people in Utah have renewed their vehicle registrations over the Internet, and the percentage of people who choose to use the online option continues to increase each month. From 2002 to 2003, Utah.gov saw a 34% increase in the number of REX users. In July 2003 Utah Interactive removed the convenience fee for using the online service. The fee removal resulted in a 5% increase in REX adoption in Salt Lake County alone. A new look for REX rolled out in February 2005, and usage immediately increased 25%. Currently, the online application processes upwards of 25,000 renewals a month, making it one of the most widely used eGovernment services of its kind in the nation.

### **Testimonials:**

Russell has this to say about Renewal Express, "It is so much more convenient to do it this way. And I really appreciate [not being charged] a fee for processing the renewal. Please keep up this great service!"

Stephanie, business owner, uses the online service to renew registrations on her fleet of vehicles. "Before Renewal Express I either had to go do the renewals myself or pay a helper to go and wait in line and do the renewals for me. I have a fleet of approximately 30 vehicles that I can renew online and since the fees have been removed it has saved us...well you can do the math."



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# OSBR Success Story

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**Project Name:** OneStop Business Registration (OSBR)

**URL:** <http://www.business.utah.gov/registration>

**Agencies Involved:**

Utah Department of Commerce, Utah Department of Workforce Services, Utah State Tax Commission, Utah State CIO's Office, Utah Department of Information Technology, Utah Interactive, Salt Lake City, Sandy City, Provo City, and Logan City.

**Target Customers:**

OneStop Business Registration primarily serves Utah's business community, specifically those who want to register a new business in the state. OSBR also serves individuals and companies that work in the field of business registration such as attorneys and power filers.

**Project Description:**

OneStop Business Registration, an unprecedented multi-level government application, allows citizens to register a business in Utah the Utah State Tax Commission, the Utah Department of Commerce, the Utah Department of Workforce Services without having to go to each agency separately, and provides users with access to downloadable forms and contact information for relevant cities. Other states offer similar applications, but none of them offer the degree of vertical and horizontal integration that OSBR does. At the end of the online process, users receive:

From The Department of Commerce:

- Business name reservation
- Business registration number
- Electronic filling of Articles of Incorporation or Articles of Organization

From the Department of Workforce Services:

- Unemployment insurance employer number
- Unemployment contribution tax rate
- Unemployment insurance PIN

From the State Tax Commission:

- Employee state income tax withholding number
- Sales and Use Tax Number

From the Utah Department of Workforce Services, Unemployment Insurance Division:

- Information that facilitates obtaining Worker Compensation coverage and verification

Success Story

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# OSBR Success Cont.

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From participating cities and counties:

- Downloadable local forms
- Local contact information

With respect to layout, OSBR follows a “wizard” approach: each page is dynamically generated based on the information supplied by the user within a relatively common set of registration steps. All users progress through the five main areas of business registration (declaring the business entity, naming the business, describing the business and its activities, providing business addresses and locations, defining the management/ownership and employment), but users only answer the questions in each area that pertain to the type of business they are registering.

With its user centric approach and high level of vertical and horizontal integration, OSBR represents the best in XBI (cross-boundary integration).

### **Metrics for Measuring Success:**

Over 20,000 businesses have successfully registered using OSBR since its August 2003 launch.

The adoption rate for OSBR is estimated to be 22% and rising, based on a comparison done by the Division of Corporations and Commercial Code between the number of online registrations and the number of registrations submitted via mail or over-the-counter. Additionally, the participating agencies involved with OSBR experience a significant increase in resource savings because agency employees no longer perform manual data entry with respect to business registration; OSBR does it for them.

20% of the application access occurs between the hours of 6pm and 7am, meaning that 20% of all access to OSBR occurs after normal business hours. This statistic further underscores the importance of having a business registration system that is available anytime of the day or night.

### **Awards:**

- OSBR ranked 2nd nationwide in the G2B Digital Government Achievement Category of the 2004 “Best of the Web” competition, sponsored by the Center for Digital Government
- OSBR won 2nd place nationwide at the 2004 NASCIO Recognition Awards in the G2B category

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# OSBR Success Cont.

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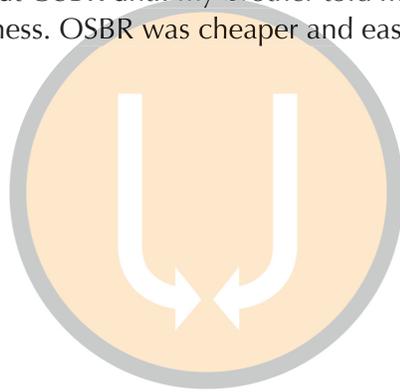
## Testimonials:

Here's what some OneStop users have to say about the online system:

"When I registered a new business last year, I was impressed with how simple the online registration process was...It seems that someone is [taking] time to understand real business needs and find ways to make the state government a facilitator."

"Thanks for allowing the registration process to be handled completely online. It has been so easy to get this get up and I appreciate how organized the system is! The red tape didn't seem to be there and when I called for information I got a live person with great knowledge. Thanks! Keep up the good work."

"The only thing I can think of [to improve OSBR] is somehow letting more people know about it. I didn't know anything about OSBR until my brother told me about it. I was going to use my accountant to set up the business. OSBR was cheaper and easy. THANKS!!!!!"



Success Story

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# How To Get Started

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## Partner with Utah Interactive and Bring your Agency Online

Where is your agency's Web presence? Are you starting from scratch? Do you want to re-engineer or enhance an existing online service? Do you want to add shopping cart or IVR technology? Do you wish to develop eGovernment applications to bring convenience and ease to your customers, to save you valuable time, reduce postage and paper-handling costs? Utah Interactive wants to help. We will meet you wherever your Web presence is.

### How To Get Started:

#### Step 1. Gather Your Team

Utah Interactive believes in a team approach to Web site development. Such an approach brings out a number of perspectives, helps discover necessary information, and allows to design applications that will be best for your agency's Web presence. We recommend you include the following talents in your planning team:

- Project leader
- Technical, Systems administration
- Public relations, Government relations
- Administrative, Customer service
- Policy maker/director
- Team planning, Consensus building



#### Step 2. Partner with Utah Interactive

- Help us to better understand your service by completing the attached questionnaire and meet with us to share the information you've gathered.
- Define project with Utah Interactive's product management team.
- With your help, we will research the market and recommend service fees and priorities.
- Your agency, Utah Interactive, and CIO will officially approve the service with a signed service level agreement.

#### Step 3. Launch your Service!

- Working together with your agency, our experienced staff will build the service.
- We will also partner with you to implement a service marketing plan designed to target your customers.
- We will provide service maintenance and monitoring, as well as customer support.