

2014 Best Practices

In The Use Of Information Technology In State Government



Representing Chief Information
Officers of the States



As a longtime NASCIO member, I want to congratulate all of the award recipients and finalists. All submissions for awards showcase what our organization strives to be! With our NASCIO Vision that we represent government in which the public is fully served through business innovation and the efficient and effective use of technology policy, the recipients and finalists exemplify the dedication across the states to improve access and delivery of government services. Congratulations to the award recipients and thanks to all who took part in this process!

Claire Bailey

NASCIO Awards Co-Chair
 Director and Chief Technology Officer
 State of Arkansas



NASCIO’s annual State IT Recognition Awards program brings together IT’s best-of-the-best. More than one hundred submissions demonstrated how states use technology effectively to deliver government services and guarantee citizen access. The outstanding finalists have proven that innovation and initiative achieve great results. Congratulations to the staff members who contributed to these projects. While some participants will go home with trophies, you are all winners in my book.

It has been my privilege to co-chair the awards committee with Claire Bailey and to work with NASCIO staff. Thank you to the judges for their commitment in reviewing and scoring these submissions. The selection process is sound and strong, and each winner is truly the best-of-the-best.

Thanks,

David Behen

NASCIO Awards Co-Chair
 Chief Information Offices
 State of Michigan



NASCIO represents state chief information officers and information technology executives and managers from the states, territories and District of Columbia.

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NASCIO 2014 BEST PRACTICES AWARDS

CATEGORIES

Cross-Boundary Collaboration and Partnerships

This category addresses identifying, planning, coordinating, sharing, integrating or joining of formerly non-integrated IT related organizational goals and strategies.

Data, Information and Knowledge Management

This category addresses strategies, processes, applications, solutions, initiatives or programs that create, use, process, leverage, archive or manage data, information, content, knowledge and intellectual value, property or capital.

Digital Government: Government-to-Business

This category addresses innovative applications that foster improved interaction between government and business, including better service at less cost to business for regulatory compliance, new business formation, and day-to-day government-to-business interactions.

Digital Government: Government to Citizen

This category covers governmental applications that provide innovative services or communication channels for citizens, provide for open government, increase government's efficiency and/or stimulate citizen engagement and interaction.

Enterprise IT Management Initiatives

This category encompasses state efforts to plan, organize and execute enterprise-wide technology initiatives.

Fast Track Solutions

This category recognizes IT projects implemented in a rapid time frame (with a total duration not exceeding nine months).

Improving State Operations

This category covers technology initiatives and business process improvements implemented to make government operations more efficient and effective.

Information Communications Technology Innovations

This category covers initiatives or services that leverage communication technologies to transform government or promote economic development.

Open Government Initiatives

This category addresses efforts to make government more transparent and accountable, and to stimulate civic engagement.

Cybersecurity

This category incorporates IT security and privacy as strategic state initiatives, as well as disaster recovery planning and continuity of government operations.

State CIO Office Special Recognition

This category emphasizes projects initiated and implemented by the state CIO's office only. The category is open to a variety of projects.



ODOT Project Team

Lynn Cartwright, Application Development ITS Project Delivery Manager; Darrell Landrum, ITS Project Lead; Matt Badzinski, ITS Project Manager; Kelle Sossaman, ITS Operations Coordinator; Jim Scholtes, Assistant District Manager, Region 4; Arleigh Mooney, Region 4 Dispatch Supervisor; Cindy Ditto, Senior Systems/Data Analyst; Cody Watt, ITS Client-Server Developer/Analyst; Patrick Hoke, ITS Architect

Cross Boundary Collaboration and Partnerships State of Oregon Oregon Interoperability Service (OIS) Project

Executive Summary

Cross boundary communication in this project was needed between state, county, police and other organizations including: Deschutes County, the Oregon State Police, the Transportation Operation Center, dispatchers and our information systems business partners in Intelligent Transportation Systems. Prior to the Oregon Interoperability Service (OIS) project, the crossing of organizational boundaries for highway incident and emergency communications was done using systems that were not interconnected. This resulted in delays in responding to an emergency incident and inefficiency in the management of the emergency. Each agency duplicated recording the incident data in their systems and communication between agency, county and police dispatch centers was primarily done via the phone.

The management of highway traffic incidents that occur on Oregon state highways requires the response of multiple state and local government organizations and can affect public safety. The new Oregon Interoperability Service (OIS) provides automated sharing of incident data between ODOT, Oregon State Police (OSP) and Deschutes County 911 Computer Aided Dispatch (CAD) systems. Incident information is now transferred in a more efficient, accurate, and timely way resulting in improved cross agency communication and collaboration. Each agency receives updates that indicate: a) who is responding to the reported incident, b) when the responder has arrived on the scene and c) the progress of the management of the incident through its closure. The system also allows an agency to request assistance from another agency through the OIS system.

Work on phase two is now underway to connect the Hood River County 911 System to the OIS. In addition, several other Oregon counties use the same vendor for CAD systems as Hood River. When the modifications to the Hood River system are complete, an additional six counties will be able to connect to the OIS at no significant additional cost.

The beneficiaries of this project are the citizens of Oregon when faced with the need for emergency response assistance. The new system provides a more efficient, accurate, and effective manner in which to communicate critical incident information, and by exchanging data automatically in near real time, resulting in improved traveler safety.

“The integrated system has increased the accuracy and number of calls/incidents that 911 receives, by the text-based (non-phone based) relaying of information. Particularly the right information, has allowed our response time to be faster.”

Rick Silbaugh
Public Safety Systems
Manager
Deschutes County 911

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In the team pictures, we are left to right - John Woodlock, Cindy Cousins, Bob Brinson, Terrie Malone, and Bob Buckheit.



“In prison, we must keep inmates confined, but equally important is to keep them safe. When it’s necessary to separate them for behavior problems, regular monitoring of health and safety issues becomes critical. This app gives officers detailed information where they need it, it enforces regular checks, and it documents the results. The result is lower liability and better care.”

Robert S Brinson, Chief Information Officer, North Carolina Department of Public Safety

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Data, Information and Knowledge Management State of North Carolina Electronic Rounds Tracking System

Executive Summary

In the North Carolina Prison system, when an inmate’s serious misconduct presents an immediate threat to the safety of the inmate or others, endangers institution security or jeopardizes the integrity of an investigation of alleged serious criminal activity, the inmate is removed from general population and placed in a segregated housing unit. Segregation units provide single occupancy, secure cells for these inmates. A national study concluded that inmates in isolation are seven times more likely to commit suicide than those in general population. The best method to mitigate these risks is to ensure that the inmates are observed regularly according to policy. Historically, North Carolina has relied on paper logs maintained by correctional officers to record these observations and document the inmates’ behaviors and demeanor. The problems with this process are manifold:

- Paper logs do not offer any means to externally verify the actual time and location the observations were made
- Paper logs require the officer to remember observations for numerous inmates and later accurately recall this information
- Paper logs must be retained for many years
- Paper log sheets can be misfiled, damaged or illegible
- Analog observation data cannot be reviewed remotely or easily analyzed to identify problems, patterns or trends

These shortfalls become particularly important in the event of an inmate complaint or lawsuit where the data is placed under intense scrutiny. In many cases the logs may be the only documentation available for events that occurred months or years in the past.

The Electronic Rounds Tracking System was developed by a partnership between the Management Information Systems group and the Division of Prisons, Security Services. The project had to meet these criteria:

- Enhance the care and safety provided to segregated inmates
- Ensure the accuracy and timeliness of segregation observations while not significantly impacting the speed of the process
- Enhance the safety of prison staff when dealing with segregated inmates
- Put technology in the hands of front line correction officers for the first time
- Use durable, affordable hardware in the implementation
- Make the system easy to use for even the most computer challenged staff
- Organize the large volume of recorded data in an easily accessible central database



Names left to right:

Bill Balcom
Commercial Vehicle Enforcement Officer
Washington State Patrol

Anne Ford
Commercial Vehicle Services Manager
Washington State Department of Transportation

Vic Bagnall
Project Manager, Automated Infrared Roadside
Screening (AIRS) system
Expanded Commercial Vehicle Information Systems
and Networks (CVISN)
Washington State Department of Transportation

Digital Government: Government to Business State of Washington Automatic Infrared Roadside Screening (AIRS)

Executive Summary

The Washington State Department of Transportation (WSDOT) Expanded Commercial Vehicle Information Systems and Networks Program, and the Washington State Patrol (WSP) Commercial Vehicle Enforcement Bureau, believed something more was needed to help decrease the number of fatal and injurious accidents involving commercial vehicles on Washington State roads. Large trucks account for a disproportionately large share of traffic deaths based on miles traveled. Washington State has developed a solution that is demonstrating remarkable value - the Automated Infrared Roadside Screening (AIRS) system. AIRS is an innovative, intelligent transportation system that is original, effective, and unique.

Each year more commercial vehicles enter the nation's roadways. These large vehicles depend upon their brake systems to efficiently slow and stop the vehicle. In an emergency situation, the brakes may not be working properly and serious accidents may occur. Federal transportation studies have shown that one in eight large trucks has a problem with its brakes. With tens of thousands of large trucks moving on our roads, State Commercial Vehicle Enforcement Officers (CVEO) are unable to check that all these vehicles are safe.

AIRS was developed by WSDOT in partnership with WSP to assist these CVEOs in identifying more of the vehicles that require attention. Using state of the art technologies, AIRS is able to maintain the flow of commercial vehicles while automatically inspecting every vehicle's brakes as they enter the weigh station. The inspection results are displayed in a simple graphical format on the CVEO's monitor as the vehicle is approaching. The CVEO needs only to quickly glance at the monitor to see whether a vehicle requires their attention.

Prior to AIRS, selecting a vehicle for brake inspection was an arbitrary decision. The selected vehicle was pulled aside and a CVEO physically checked each brake. Vehicles in good working order were just as apt to be temporarily removed from service and inspected as poorly maintained ones. AIRS is able to help reduce costs to the trucking industry by reducing the number of good vehicles being unnecessarily removed from service. In addition, AIRS helps to improve the utilization of the state's limited vehicle inspection resources.

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Front Row (left to right): Tim Cummins, M.L. (Buddy) Tobyas, Andrea Cave, Angelique Fritts, and Valerie Longley. Back Row (left to right): Dan Vigil, Cindy Gallegos, Katharine Lowey, Tomas Taylor, Willard Hunter, and Katie Archuleta



Corporate Partner:
Deloitte Consulting LLP

“Undoubtedly, modernizing any large-scale system is a huge but immeasurably important undertaking. The UI Tax & Claims System is critical to improving program integrity and delivering greater services to tens of thousands of New Mexicans. New Mexico is now ranked top ten among all states for program performance, has seen incredible drops in overpayment and fraud, and continues to succeed.”

Susana Martinez
Governor
New Mexico

Digital Government: Government to Citizen State of New Mexico Unemployment Insurance Tax & Claims

Executive Summary

On January 6, 2013, New Mexico became the first state in the nation to simultaneously launch a fully-integrated Unemployment Insurance (UI) Tax & Claims System. The New Mexico Department of Workforce Solutions (NMDWS) launched the modernized, outward-facing system within a 36-month timeframe. The new system replaced two separate systems, a thirty-year-old tax system and a claims system which was launched in 2006, but never fully realized. The system has enhanced the level of service to all customers; significantly improved the efficiency and integrity of New Mexico’s UI program; and strengthened the state’s ability to prevent, detect, and recover improper UI payments.

For the first time, employers have online, real-time access to information about their UI tax accounts, benefits charges, and tax rates. Nearly 100 percent of employers now file quarterly taxes online and three quarters of employers submit payments electronically. Of the 17,000 individuals who certify for UI benefits every week, over 70 percent do so via the new UI system and have access to historical claims information, pending claims issues, and payment history. NMDWS staff work flow functionality and management features allow for quick electronic access to any documentation associated with a claimant or employer account. The innovation has greatly improved the accuracy and consistency of adjudication decisions and functionality.

Increased measures in program integrity and performance have exceeded expectations with the new system. NMDWS has reduced UI fraud by as much as 60 percent, and New Mexico’s UI program has been ranked number one in the United States by the U.S. Department of Labor (USDOL) for quality of claims determinations. The state has also significantly dropped from ranking fourth highest in the nation for improper payments in 2011, down to 26th highest in 2013.

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Back row (left to right): Alfredo Callejas, Mark Walters, Mazhar Malik, Lisa Metcalf, Barry Robinson, Wesley Smith, Michael Campbell, Mike Landers, Charles Smith, unknown, Chad Marchong, Angelia Huggins, Wilder Coleman, Andy Dalton, Jon Haney, Stephan Brown, Karen Watson, Eric Floyd, Terri Brown. Middle Row: (left to right): Lisa Kafati, Martin Westrick, Sandy Hart, Carrie Bishop, Sherry Clouser, Harold Powers, Brichaya Shah, Robert Eithier, Laura Mender, Susan Brantley, Dorea Hardy. Front Row, (left to right): Dave Everts, Heather Colley, Liz Johnson, Annette Ramos, Eze Nwaogu, Jeanne Ann Davidson, Rann Rudisill, Laura Hayes, Haley Carter.

Enterprise IT Management Initiatives State of Georgia Desire2Learn

Executive Summary

The Board of Regents of the University System of Georgia (USG) faced a big challenge: Transforming education at its various institutions through an integrated learning platform system (ILP).

The USG wanted a single educational engagement system so all students, regardless of which educational institution they attend, could benefit from the same platform. The system should:

- Take advantage of new technologies to realize economies of scale
- Provide the lowest possible price and support affordability so cost was not a barrier to participation by USG's educational institutions
- Meet the needs of current students and support the Governor's goal to add 100,000 students by 2020
- Increase college completion rates dramatically by providing modern tools for student engagement and accessibility from mobile platforms; students must be empowered to learn anywhere and anytime

The solution - GeorgiaVIEW's implementation of Brightspace - an ILP provided by Desire2Learn (D2L) - an innovative Software as a Service. GeorgiaVIEW Brightspace provides a central location for students at the USG's public, higher-education institutions to access their courses and associated educational materials. It's centrally deployed using the USG's PeachNet private cloud, offering over 160,000 courses to over 310,000 students, making it the largest private-cloud deployment of Brightspace in the world. Hosting the system in its private cloud, the USG is saving over \$7.5 million compared to public cloud hosting. In addition, the USG has achieved a cost savings of \$11 million for each add-on service that's purchased for the system.

GeorgiaVIEW Brightspace is used by students and faculty inside and outside the classroom with over 250,000 user logins and over 50.67 million hits daily; utilization continues growing. System availability has remained greater than 99.9 percent since May 2012. Faculty have embraced the platform creating over 42 terabytes of educational content accessible with mobile devices using Android, iOS and Windows operating systems.

System-wide analytics, content portability, systems that predict student success on a course level, state Massive Open Online Courses (MOOCs) and multi-agency support initiatives, are being built upon the strategically implemented GeorgiaVIEW Brightspace.

"It's imperative that we improve access and graduation rates in order to create an educated workforce ready and able to fill job openings in Georgia. The University System of Georgia's innovative learning management system provides all students, regardless of institution, access to their courses and associated educational materials using their mobile devices. This system brings lower costs, higher quality and greater access to higher education - a win for Georgia."

Nathan Deal
Governor
Georgia

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Center: Dawn Fry (Acting Recruiting Manager)
Clockwise from Center: Jared Fautt (Recruiter),
Bruce Fong (IT Project Manager), Leedy Dunkle
(Branch Chief), Tina Ratcliff (Recruiter)



“The CCC has recruited corpsmembers for years. However, this cloud-based system, CoRe, provides access to many more young people in California. The project was proved successful based upon the huge increase in applications received. We are honored to be the recipient of this prestigious award. The State can chalk this up as a “win” in the successful IT projects column.”

Erin Healy
California Conservation Corps
Chief Deputy Director

Fast Track Solutions State of California Corpsmember Recruiting System (CoRe)

Executive Summary

The California Conservation Corps (CCC) is the oldest and largest conservation corps program in the nation. The CCC’s primary mission is to develop a work ethic and job skills in young men and women through natural resource work throughout the state. In order to fulfill its mission, the CCC must actively recruit young adults, including veterans, as corpsmembers, enrolling them into conservation programs managed by the CCC.

In three months, the CCC developed and deployed the Corpsmember Recruiting System (CoRe), replacing a cumbersome, geographically limited, and transportation intensive, paper-based, legacy system with a flexible, easy-to-use, and environmentally friendly solution. CoRe is a cloud-based managed service provided by Jobscience, built on the Salesforce.com platform.

The adoption of the cloud-based solution represented an operational innovation for CCC and a departure from the traditional premise-based, custom development approach previously employed. It allowed the CCC to undertake a project that would otherwise be too risky to attempt while simultaneously reducing project’s time-to-value and overall cost. Though the CCC is the first agency in California to deploy such a system, CoRe’s benefits demonstrate that it is a model project that can be replicated in other government applications.

Metrics for the first three months show an increase in applications received from 152 to over 2,400. This allowed the department to meet aggressive recruitment goals for expanded programs. CoRe supports public policy goals of state leaders by:

- 1) Providing workforce development opportunities in critical fields, including:
 - a. Energy-efficiency
 - b. Drought response and mitigation
 - c. Fire suppression and prevention
 - d. Conservation (trail construction, fish habitat preservation, etc.)
- 2) Streamlining government processes
- 3) Meeting and exceeding human resources best practices
- 4) Reducing environmental impacts and greenhouse gases by eliminating paper-based and transportation-intensive processes
- 5) Improving security and confidentiality of sensitive data
- 6) Improving transparency in government operations
- 7) Making government programs more accessible to people with disabilities, in lower economic groups, and from rural or distressed communities

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Corporate Partner:
Deloitte

Improving State Operations Commonwealth of Pennsylvania Posted and Bonded Roads Mobile App

Executive Summary

Heavy truck traffic associated with unconventional gas and oil extraction in the Marcellus Shale formation has changed the way the Pennsylvania Department of Transportation (PennDOT) conducts road maintenance operations. Since 2008, the number of miles posted with weight restrictions has increased by 4,619 miles, from 6,750 to 11,369 miles. Timely surveying and auditing of these posted and bonded roads (PBR) is imperative to maintaining a state of good repair.

Activities such as road surveys, bridge inspections, and construction project management have been labor-intensive, manual paper processes. Aligning with PennDOT's strategic goals of increasing efficiency through modernization and making more effective use of its complement, PennDOT has aggressively pursued the adoption of innovative mobile technologies to transform existing business processes.

In January 2013, PennDOT implemented a PBR mobile application that allows inspectors to capture road conditions and update the information in real time. Previously, paper-based road survey reports were prepared and data was manually entered into a system, a process that was both laborious and prone to errors. Much of the inspectors' time was spent on administrative activities rather than focusing on inspecting roads.

The PBR mobile application eliminates the manual paper process and is now fully deployed throughout the state. All road inspectors use this application, providing valuable, quality road survey reports daily, including photographs of the roads to document the scope and extent of repairs needed. Inspectors also proactively identify any issues with bridges that may require a subsequent inspection. The mobile applications are built to use cellular and Wi-Fi connections when available. When a connection becomes available, the data is synchronized to update PennDOT databases. This allows users to take advantage of the operational efficiencies even in remote locations.

The efficiencies created by the mobile application have allowed PennDOT to lower the rate that heavy haulers must pay to use weight-restricted roads and resulted in an annual savings of over \$500,000.

"The Posted and Bonded Mobile Application demonstrates how technology can enhance the efficiency of state government. We are dedicated to the enhancement of our operations and services through innovative solutions and mobile environments to improve the way we do business for our employees and our business partners."

Phil Tomassini, Chief Information Officer, Pennsylvania Department of Transportation (PennDOT)

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From Left to Right

Lauren Hughes; Lisa Baer; Mike Metzger; Shane Roadcap; Shirley Monroe; James Weaver; Georgia Lyons; Eric Cole; Joyce Match; Prakash Kolandra; Colin Reynolds; Raju Padavala; Allison Meza

Corporate Partners:
Deloitte



“We are so proud of this project. It combined creativity, technology and common sense. This team researched what form of contact would spur people to pay delinquent child support. Their research paid off because their texting system increased child support collections by more than \$1 million per month.”

Beverly Mackereth
Secretary, Department of
Public Welfare

Information Communications Technology Innovations Commonwealth of Pennsylvania Automated Text Messaging of Outbound Communication for Child Support

Executive Summary

The Pennsylvania Department of Public Welfare’s Bureau of Child Support Enforcement (BCSE) works to enhance the well-being of children by assuring that they receive support for financial and other needs from their custodial and non-custodial parents. Ongoing communication with parents and other interested parties to help manage and monitor active cases is critical to achieving this mission.

Pew Research Center surveys indicate that more than 90% of American adults own a cellphone, and 80% of those individuals use text messaging. Specifically for Pennsylvania child support, more than 500,000 custodial and non-custodial parents (representing more than 72% of parents on active cases) provided mobile phone numbers as part of their demographic information.

BCSE had been using an outbound Interactive Voice Response (IVR) solution for proactive communications, such as providing reminders for upcoming appointments, missed payments and other events related to child support enforcement. However, the expenses associated with IVR were increasing, while the success rate was decreasing.

BCSE chose to implement an enterprise-wide Short Message Service (SMS) text messaging capability to support more proactive and effective outreach communications for child support cases. By implementing a text messaging capability, BCSE sought to increase the likelihood of communications being received, ultimately increasing program effectiveness. Mobile devices and phone numbers are directly associated to a specific person. Therefore, text messages sent to a mobile device are more likely to reach the intended recipient. Text messages are relatively private, persistent (i.e., they remain on the phone until explicitly deleted), and easy to retrieve and view.

To date, child support text messages have maintained a successful delivery rate of 99.8%, compared to an average 68% success rate previously experienced for IVR outbound calls. The response rate for missed payments more than doubled from 12 percent to 28.4 percent. Since the implementation of text messaging, the success rate of missed payment outreach has been consistently double that of IVR, and child support collections have increased by an average of more than \$1.15 million per month.

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Left to Right: Wally Rogers, Gene Newton,
Sean McSpaden, Paula Newsome
Not Pictured: Jason Rood

Corporate Partner:
Socrata

Open Government Initiatives State of Oregon Centralized Public Meeting Notices Project

Executive Summary

The 2011 Oregon Legislature required state agencies, boards, commissions, and Education Service Districts to “...post on the Oregon Transparency website notices of public meetings required to be provided by the state agency under ORS192.640.” In addition, meeting notices had to be publicly accessible without cost and easy to use. Access to public meeting information is essential to good government, and a centralized public meetings calendar provides residents with more opportunities to participate in their government.

In the face of Oregon’s worst recession in 50 years, and the short time frame for implementation, the solution had to be cost efficient and be operational within eight months. The Centralized Public Meeting Manager project team leveraged the new data.oregon.gov platform launched in 2011. Utilizing the capabilities of data.oregon.gov allowed Oregon to quickly build capacity, develop the processes required, and prepare training for all parties to post required public meeting notices on time.

The Open Data Portal, data.oregon.gov, was selected as a proven platform that is both highly accessible and easy to use. It is scalable and capable of delivering most of the requirements of the legislation. It enables an individual to easily access and interact with the data at no additional cost. Citizens, media representatives, and those managing public meetings can socialize the data through social networks, embedding calendars or other views of meetings into websites, or provide access through RSS. Citizen developer mash-ups have full access to meeting data.

The project also implemented a web-based input form that interacted with and leveraged data.oregon.gov. This maintained data integrity and allowed the agencies to submit standardized public meetings and publish them to the master public meetings dataset.

By using the underlying technology of the data.oregon.gov platform, the state easily embeds the calendar on the Oregon Transparency website - <http://www.oregon.gov/transparency>.

To date, 193 entities have announced 5,128 public meetings in one searchable calendar that has been embedded on 168 different webpages. Using a simple filter, 27 agency specific calendars were embedded on agency specific webpages.

The Centralized Public Meeting Manager is a low cost solution that provides residents with unparalleled access to all public meeting notices.

“When Oregonians participate in the discussion, our decisions are more informed and more likely to effect the change we desire. Key to participation is the knowledge of who’s meeting where. By centralizing meeting notices across all state agencies, we have made it easier for Oregonians to join important conversations and contribute to better outcomes.”

Alex Pettit
Chief Information Officer,
State of Oregon

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Row 2, left to right:
Bob Auton; Mauri Shaw; Jonathan
Smith; Ed Miller; Bob Baskette;
Benny Ambler

Not present:
Bill Freda; Tina Harris-Cunningham;
Mark Martens



“Cybersecurity is a key responsibility and focus in Virginia. Our collaborative efforts have enabled us to achieve enterprise visibility and results, but we know we never are completely secure or finished. We are incredibly proud of Commonwealth Security staff and their efforts, and especially of this recognition from our peers and NASCIO. Thank you!”

Sam Nixon, Chief Information Officer, Commonwealth of Virginia

Cybersecurity Commonwealth of Virginia Barring Open Doors to Threats

Executive Summary

Beginning in January 2013, the Virginia Information Technologies Agency (VITA) implemented a full-scale threat analysis of the state’s cyber attack data to examine an increasing trend in successful malicious attacks. Two significant attack vectors were identified – local administrative rights (LAR) and Java. This information then was used to mitigate the frequency of security and malware-related incidents.

VITA provides consolidated information technology services and security for 89 executive branch agencies. VITA staff worked with Information Security Council and Chief Information Officer Council members representing state agencies and the Commonwealth’s infrastructure provider on the project.

Profiles for agency applications were updated and standardized to allow LAR – only for staff requiring such rights to conduct business. In addition, Java patch levels were analyzed for each agency and deficiencies were targeted for remediation. A 90-day project was implemented in June. By August, 84 of the 89 executive branch agencies had completed the remediation project. Work continued through 2013.

The project reduced the likelihood of successful cyber attacks affecting employee work stations, business processes and websites. Beneficiaries included state government, citizens and those who interact electronically with the Commonwealth, including businesses and other local, state and federal government entities using Virginia state agency websites and applications to conduct their own business.

The number of accounts with LAR was reduced from 73,519 to 10,922 - a reduction of 62,597, or 85 percent, by December 2013. Additionally, approximately 35,000 instances of JAVA on employee computers were updated to an acceptable level of patching. Future patches now can be pushed centrally with confidence that operations will not be negatively impacted.

Malware incidents were reduced to the lowest level recorded by the Commonwealth since the consolidation of executive branch IT services. There was a 54 percent reduction in security incidents between the six months prior to the project and six months after its completion.

Security incidents converted to a dollar cost are conservatively estimated at \$600 per incident. The resultant reduction of incidents attributed to the project estimated a cost avoidance of approximately \$450,000 for just the period between August and December 2013.

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Seated, left to right: Brooks Myers, DCS Governance Program Manager, DIR; Sally Ward, DCS Deputy Director, DIR; Dale Richardson, DCS Director, DIR

Standing, left to right: Rudy Montoya, CIO, Office of the Texas Attorney General; Karen Robinson, State of Texas CIO/DIR Executive Director; Todd Kimbriel, Texas Deputy CIO/DIR Deputy Executive Director; Mike Bell, CIO, Texas Department of Criminal Justice

Special State CIO Recognition State of Texas Texas Data Center Services Governance Model

Executive Summary

State governments are increasingly looking to leverage best practices and technology initiatives that have been successful in lowering costs and improving customer experience in the private sector. Data center consolidation is a well-known initiative that has had significant returns on investment for large private corporations, and is a promising opportunity for large state governments to implement. One of the key reasons why consolidation works so well in the private sector is that the private corporation has the authority to standardize consolidation objectives so that all divisions and subsidiaries use the same technology, architecture and processes. State government does not typically enjoy such wide sweeping authority, and therefore struggles to gain momentum in implementing statewide strategic initiatives.

The Texas Department of Information Resources (DIR) faced similar challenges as it implemented the legislature's mandate to consolidate state IT infrastructure in order to reduce taxpayer costs and improve security, currency and disaster recovery capabilities. The initiative included 29 autonomous agencies, mandated to adopt the consolidation initiative controlled by one agency, DIR.

To meet the consolidation objective in Texas' federated model, DIR implemented an owner-operator governance model for the Data Center Services (DCS) program that involves DIR and DCS customers at all levels in the decision-making process, included as representatives on all governance committees.

The model provides the opportunity for all stakeholders to share in relevant program decisions, resulting in enthusiastic stakeholder adoption of decisions and more informed decisions by DIR. The owner-operator principle allows customers to retain control of their daily operations support with formal escalation paths when issues are not satisfactorily resolved.

An important aspect of the model is that it also produces a unified customer face to the outsourced vendors which reduces the vendor's risk of having to meet multiple customer's expectations and therefore also reduces the state's costs for services. In addition, the governance model helps agencies align themselves to statewide strategic goals as they virtualize their IT infrastructure to the consolidated data centers.

The Texas DCS governance model is unique in that it provides the framework for autonomous entities to share the technical and financial benefits of consolidating volumes into one outsourced IT contract. Most significantly, the model can be leveraged across any type of statewide IT initiative where autonomous collaboration is necessary to achieve a shared goal.

"When I first arrived, the Data Center Services program was not going well. Our customer agencies did not feel their needs were being met and vendor relations were in disrepair. I am very proud of how hard our team has worked to create this governance model, regain agencies' trust, and deliver outstanding performance for the State of Texas."

Karen W. Robinson
Chief Information Officer,
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FINALISTS

NASCIO State Recognition Award Finalists for 2014

Cross Boundary Collaboration and Partnerships

State of Ohio: Ohio Integrated Eligibility System

Commonwealth of Massachusetts: Tracking Towards a Greener Tomorrow

Data, Information and Knowledge Management

State of Connecticut: ConneCT - Modernization of Client Service Delivery

State of Tennessee: Tennessee Controlled Substance Monitoring Database

State of Texas: TXMAP, Flex Version 2.0

Digital Government-to-Business (G2B)

State of Oklahoma: Construction Project and Portfolio Management Tool Implementation

State of Oregon: Oregon Employer Portal Project

Digital Government-to-Citizen (G2C)

Commonwealth of Kentucky: kynect: Kentucky's Healthcare Connection

State of Washington: Washington Healthplanfinder Facilitates Health Insurance Exchange

Enterprise IT Management Initiatives

State of California: California Highway Patrol Statewide CAD Replacement Project

State of Michigan: Enterprise Portfolio Management Transforms State IT

Fast Track Solutions

State of Connecticut: Expedited Licensing for Healthcare Providers

State of Missouri: Health Home Performance Enhancement through Novel Reuse of Syndromic Surveillance Data

Improving State Operations

State of Oklahoma: Docket Search and Investigative Reporting Suite of Services

Commonwealth of Virginia: Outside VDOT

Commonwealth of Massachusetts: Preventing Health Care Fraud

Information Communications Technology Innovations

State of California: Consolidated Patrol Vehicle Environment

State of Ohio: MARCS in School

Cybersecurity

State of Oregon: Oregon-Montana Disaster Recovery Phase I

Commonwealth of Pennsylvania: Portal Storm: A Cyber/Business Continuity Exercise

Special CIO Recognition Award

Commonwealth of Pennsylvania: IT Central

State of Michigan: MiPage

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