

# DIGITAL STATES SURVEY

## **Alabama 2014 Digital States Survey**

The Center for Digital Government's Digital States Performance Institute (DSPI) identifies and promotes best and emerging practices in the public sector IT community. Central to that work is the Digital States Survey; the nation's original and only sustained assessment of state use of information and communications technology (ICT).<sup>1</sup>

In 2014, the survey builds upon what we began in 2012 and continues to focus on outcomes (i.e. the results achieved through the use of technology). Specifically, our goal is to assess how technology is aligned with and is being used to achieve the stated policy objectives of the Governor. Maintaining this consistency with the 2012 format was the clear consensus of states that participated in the survey review process.

For many states, 2014 represents a year of great opportunity. Gubernatorial elections in 36 states and an improving financial environment set the stage for a year of high expectations. The 2014 survey benchmarks outline a roadmap for states seeking to make smart investments for the future that build upon and take full advantage of their legacy infrastructure, keeping in mind the end goal of improving public service.

The Center thanks Deloitte, EMC, NIC, Symantec and Verizon for underwriting the 2014 Digital States Survey and for supporting state governments and their efforts to better serve their constituents.

---

<sup>1</sup> Information and Communications Technology (ICT) connotes connectivity in multiple dimensions. It is used here to underscore the importance of connectivity, both in terms of the network infrastructure to make it work and the making of connections between government and citizens.

## 2014 DIGITAL STATES SURVEY

### BACKGROUND INFORMATION AND RESOURCES FOR COMPLETING SURVEY

**Overall Approach:** For the main survey questions, answers are evaluated and scored. Points are awarded for participation by responding to the Trending Questions (at the beginning of the survey), and the 'For Data Collection Only' questions throughout. An Aggregated Benchmark Index Score compiled and calculated based on a number of third-party measures and evaluations is included this year.

In addition to the CIO's office responding, we recommend that the functional areas (survey questions two and three) be completed by individuals in the specific agencies involved to ensure that a business perspective is provided.

**Digital States Survey:** *Programmatic Impacts and Transformation*

*You are asked to complete questions 1, 2, 4 and 5, and for question 3, your choice of three of the five components. In answering all questions, please focus on outcomes and results!*

The survey includes questions about outcomes/results in each of the following areas:

- Trending Questions A-E (completion points only-not scored)
- Question 1. Adaptive Leadership in Information and Communications Technology (ICT)
  - A. Policy Alignment
  - B. Computing
  - C. Network
  - D. Applications
  - E. Data and Cyber Security
  - F. Energy Management
  - G. Governance, Project Management and Funding
  - H. Business Continuity and Disaster Recovery
  - I. Performance Benchmark Reporting
- Question 2. Specific Service Delivery Highlights
  - A. Finance, Administration, Procurement and Human Resource Management
  - B. Public Safety, Emergency Management, Criminal Justice and Corrections
  - C. Health, Social and Human Services
  - D. Transportation and Motor Vehicles

- Question 3. Specific Service Delivery Highlights-State Selections (Three of Five Required)
  - Licensing and Permitting—Non-DMV
  - Commerce, Labor and Taxation—Economic, Business and Workforce Development
  - Environment, Natural Resources, Parks, and Agriculture
  - Education
  - Legislative and/or Judiciary Branch Support
- Question 4 Citizen Engagement
  - A. Open Government
  - B. Citizen Online Services
  - C. Mobile Services
  - D. Social Media
- Question 5 Innovation, Collaboration and Jurisdictional Differentiators
  - A. Innovation
  - B. Collaboration
  - C. Jurisdictional Differentiator (critical success factors)

**Scoring and Criteria:** *State Letter Grades and Awards*

- Responses to survey questions will be evaluated and scored except where otherwise noted. Please see Appendix A for criteria, points, and scoring methodology.
- Responses to the trending questions at the beginning of the survey and the 'For Data Collection Only' questions will *not* be scored but credit will be provided for completion.
- An Aggregated Benchmark Index Score compiled and calculated based on a number of third-party measures and evaluations is included this year. Please see Appendix B for criteria and points.

**Length of Responses:** *Streamlining the Process, Shortening the Answers*

- The Center and DSPI recognize the commitment of time and expertise needed to complete the survey.
- Per feedback from the states, the 2014 survey retains the format of a streamlined number of narrative scored responses and matrices.

**Sharing Lessons Learned/ Best and Emerging Practices**

- Full state participation contributes to a complete view of the state landscape.
- We ask these questions to learn, and we learn so that we can give advice and contribute to informed collaboration among states and the identification of best and emerging practices.
- A broad range of best practices from survey responses will be shared with participants and provide examples of excellence for articles, reports, webinars, etc.

## Recognition

- States will be recognized for strong overall performance. Responses to survey questions will be evaluated and scored by a team of evaluators and, together with credit-for-completion questions and the aggregated benchmark index scores will be the basis of assigning a letter grade for overall performance. Scoring details are included in Appendix A and B of the survey.
- In addition to an overall grade, states will be awarded in functional categories, to be determined during the judging process.

## Survey and all supporting documents

- *This document includes* all documents in Word; including the Survey Questions and all Appendices: Instructions for the online entry form, Scoring Criteria and the Glossary. Use the Word doc to compose responses and for a backup copy (it cannot be uploaded into the online survey form).

## 2014 Digital States Survey

- Adaptive Leadership
- Outcomes
- Results

The  
Survey



Adaptive Leadership and Innovation in Information and Communications Technology (ICT)

*A word of context about these questions:*

Being a digital state is about bringing value quickly and consistently; it is also about adaptive CIO leadership, collaboration across the ICT community and creating trust among public officials – the state that does these things well is the ‘Digital State’.

Since 1997, the Digital States Survey has measured and prodded in this direction. A “Digital State” recognizes the strategic transformational value of ICT and focuses on leveraging ICT investments to improve services and efficiencies across all aspects of government.

ICT agencies that can demonstrate this kind of value-added service will find themselves well positioned at the center of public service delivery within their state. Efficient and effective ICT implementation both meets the public’s expectations and transcends partisanship, thereby presenting what is best about government.

Completing this survey provides the opportunity for states to assess and measure ICT progress against nationwide best practices. It is designed to respect the realities of differing priorities and organizational structures among states while consistently identifying states and programs that are worthy of being emulated. The survey is intended to bring positive recognition to those who have earned it and encouragement and guidance to those who can benefit from it.

## **Center for Digital Government's 2014 Digital States Survey**

***Registrant/Respondent (required):***

First Name: Cheri  
Last Name: Martin  
Title/Role: Deputy Secretary of Information Technology  
Department/Agency: Office of Information Technology  
Email: cheri.martin@governor.alabama.gov  
Phone: 334-242-7339  
Address: 100 North Union Street, Suite 980  
City/Town: Montgomery  
State: Alabama  
ZIP Code: 36104

***Alternative state contact if the registrant is not available:***

First Name: Brunson  
Last Name: White  
Title/Role: Secretary of Information Technology  
Department/Agency: Office of Information Technology  
E-mail: Brunson.White@governor.alabama.gov  
Phone: 334-242-3706

***Communications-Public Information Director:***

First Name: Jennifer  
Last Name: Ardis  
Title/Role: Communications Director  
Department/Agency: Governor's Office  
Email: Jennifer.ardis@governor.alabama.gov  
Phone: 334-242-7150

*By submitting e-mail addresses you will be sent relevant information regarding the Center for Digital Government's Digital States Survey and Digital States Performance Institute.*

***Trending Questions-For trending purposes only, please answer questions A-E below (responses are not scored, but will receive credit-for-completion points). If any of these created a benefit or improved outcome, we invite you to discuss the benefits and improvements in the scored narrative questions that follow.***

***A. Please list in priority order the following technologies and initiatives which are likely to have an increased focus in the next biennium (two years). Click and drag to the top to show priority order.***

- Hire and Retain Competent IT Personnel **1**
- Other: Purchasing **2**
- Governance **3**
- Cyber Security **4**
- Other: Analytics **5**
- Budget and Cost Control **6**
- Disaster Recovery/Continuity of Operations **7**
- Mobile Applications **8**
- Shared services **9**
- Virtualization: Server, Desktop/Client, Storage, Applications **10**
- Cloud Computing **11**
- Digital Literacy/ Augmentation of Staff Skills **12**
- Open Government / Transparency / Open Data **13**
- Portal/ E-government **14**
- Data Center Consolidation **15**
- Social Media **16**
- Broadband and Connectivity **17**
- Health Care **18**

***A1. Please include additional clarifying information for the top priorities listed above:***

The initiatives listed above reflect the priorities in the State's IT Strategic Plan. The plan was developed with the input of state agencies.

***B. Which of the following are the state's candidates for shared services in the next two years? Please select all that apply.***

- Software Licenses
- Networks/ Telecomm
- Storage
- Disaster Recovery/ Back Up
- Data Centers
- Email
- GIS

***B1. Please include additional clarifying information for the top priorities listed above:***

**C. The Cloud - Many states are looking to ‘the cloud’ as part of their future infrastructure plans. Please let us know if the state is using or planning to use the cloud to deliver any of the services listed below.**

***C1. Cloud Applications: Please indicate which of the following applications are being serviced from the cloud. Please select all that apply.***

	In Use Currently	Plans to Implement in the Next 18-24 Months: G2G /private cloud	Plans to Implement in the Next 18-24 Months: Off-premise, 3rd party services
Enterprise Resource Planning (ERP)			X
Customer Relationship Management (CRM)			
Email	X		X
Content and Document Management			
Business Intelligence			X
Health Applications			
Geographic Information Systems (GIS)			X
Licensing and Permitting			
Other: _____			

***C2. How does Cloud infrastructure/ strategy figure into disaster recovery/ continuity of operations planning?***

***C3.Virtualized Environment: Please indicate which of the following “virtualized environments” are being used: Please select all that apply.***

	In Use Currently	Plans to Implement in the Next 18-24 Months: G2G/ private cloud	Plans to Implement in the Next 18-24 Months: Off-premise, 3rd party services
Data Center / Server capacity	X		
Software as a Service (SaaS)			X
Platform as a Service (PaaS)			X
Infrastructure as a Service (IAAS)			X
Backup as a Service (BaaS)			X

Desktop Virtualization			X
Storage			X
Other: _____			

***C4. The Cloud – Clarifying or additional information:***

***D. Due to the constant changing technology, most CIOs report that one of their greatest challenges is retraining a workforce and/or replacing an older, retiring workforce. Please identify the future training needs that you face and rank them in terms of priority (click and drag to the top to show priority order):***

- Other (specify): Database
- Cyber Security Knowledge/Certifications - specify:
- Project Management Knowledge/Certifications – specify:
- Networking Knowledge/Certifications – specify:
- Operating System Knowledge/Certifications – specify:
- Application Systems Knowledge – specify:
- IT Services Contract Management – specify:

**D1. Workforce Training – please discuss briefly how the state is currently meeting their training needs, and any additional clarifying information:**

The Office of Information Technology is forming a Workforce Transformation workgroup to address training as part of a broader study of IT workforce issues. The central IT service provider, ISD, currently organizes some technology training through a local university.

***E. What topics would you take the time to download from our Digital States Performance Institute website? Please select all that apply.***

	<b>Printed Report</b>	<b>Archived Webinar</b>
Capturing Big Data for citizen consumption	X	X
Cybersecurity – prevention for cyber threats	X	X

Building IT infrastructure	X	X
Network infrastructure for Cloud computing	X	X
Migrating apps to the Cloud	X	X
Creating mobile apps for citizen engagement	X	X
Successful mobile workforce solutions	X	X
Creating E-government apps		
Strategic outsourcing and shared services	X	X
IT workforce/ IT talent pipeline	X	X
BYOD – personal mobile devices in the office	X	X
Law enforcement successful use of social media		
PCI – payment card industry compliance		
Enterprise Content Management /document management	X	X
Data storage/integration for law enforcement/ prosecutors (digital briefcase), courts	X	X
Procurement modernization and reform		
Other _____		

***E1. For any of the above, would you like a personal contact? Please specify your interests:***

## **QUESTION 1: Adaptive Leadership and Innovation in Information and Communications Technology**

Question 1 is all about how Information and Communication Technology (ICT) is aligned with the policy goals of the governor and his/her administration.

**Question 1A is the ‘big picture’ and is focused on the policy initiatives at the governor’s level, what the governor has stated as specific goals, and the ICT actions taken to address the specific stated policy goals. It is designed to afford states the freedom and flexibility to tell their story. However, the key is to demonstrate alignment between ICT strategy and the administration’s priorities.**

In developing responses, consider the following:

- Describe the immediate challenges that the state is facing.
- Specific plans discussed in the most recent “State of the State” Address.
- Stimulus funding and reporting, were the outcomes achieved?
- New imperatives for openness, transparency and accountability. Is the state measuring and reporting performance outcomes?
- Assuming that ICT is being asked to be more efficient, how is it accomplishing that goal; was a target set, is it measured, and was it achieved? How is ICT providing leadership to other agencies in meeting their efficiency targets?
- Innovation - Is ICT leading innovation programs in the state?
- What improvements have been implemented to further collaboration across agencies and with other jurisdictions?

**Questions 1B through 1I allow the state to discuss specific ICT initiatives.** With the response to the ‘big picture’ question (1A) as context, we want to understand how those priorities and dynamics are aligned in the areas of ICT policy, strategy, governance, infrastructure, operations and development.

Please describe the major changes made in the last biennium, including the level of scope, collaboration, investment and the results that were achieved. Also where desired, describe major changes planned for the next year or two. While future plans may be important for context, scoring will be based on results and outcomes already achieved.

**(Note scoring will be based on accomplishments, not future plans)**

**1A. The Big Picture: What are the major policies that the governor has established and how is ICT being asked to respond? Specifically, list the policies of the administration (with a reference to a document or where this is publicly stated) and describe what the ICT leadership is doing to meet the demands of government programs as they change.**

During his first three years in office (2011-2013), Alabama Governor Robert J. Bentley focused on economic development, job creation and “right-sizing” state government. Two Commissions were created to study and recommend ways in which Alabama government can be more efficient and effective. The Alabama Commission on Improving State Government was created by the Governor in 2011 and the Initiative to Streamline Government for Accountability and Economic Growth Commission was created by the President Pro Tem of the Alabama Senate in 2012. The Commission on Improving State Government developed the Information Technology Transformation Strategic Plan in September 2012, which identified areas where IT could be used to improve the efficiency and effectiveness of state government.

One notable result of the studies was the creation of the Alabama Law Enforcement Agency in 2013, which consolidated and realigned 12 state law enforcement agencies and functions into one entity. A second result was the creation of the cabinet level position of Secretary of Information Technology, also in 2013, which is charged with developing an enterprise strategy for IT, including planning, governance and resource utilization.

An increase of almost 60,000 jobs and an expectation of 40,000 additional future jobs have been created during this Governor’s administration. State unemployment is at 6.2, which is a five year low. The Governor has also reached his goal of saving Alabama tax payers over one billion dollars through fiscal management of the state’s budgets.

<http://governor.alabama.gov/newsroom/2014/01/governor-bentleys-2014-state-state-address/>.

The Office of the Secretary of Information Technology (OIT) will not deliver technology services, but will provide governance through policies, standards and guidelines to direct technology decisions and will continuously challenge state agencies to use technology in the most effective manner. One of the first actions taken by the new Secretary was to create the CIO Advisory Council to get input from agency IT Leaders. The Council helped define the six goals in the first IT Strategic Plan developed by OIT. An Executive Committee of cabinet-level agency leaders was also established to strengthen the connection between business goals and technology. <http://oit.alabama.gov/Documents/Alabama-IT-Strategic-Plan-FY15.pdf>.  
<http://oit.alabama.gov/Documents/OIT-2013-Annual-Report-Final.pdf>

Some of the major IT initiatives that support the recommendations of one or both of the state government studies are:

The State of Alabama Accounting and Resource System (STAARS) will replace the State’s aging accounting, purchasing, budget, human resource, and payroll systems. The STAARS project is an upgrade of the State’s current systems to the most recent version of CGI’s Advantage ERP® software application suite. More information in 2A2.

*The Centralized Alabama Recipient Eligibility System (CARES) is Alabama's approach to the modernization of the enrollment and eligibility systems for Medicaid, Child Health Insurance Program, Food Assistance, TANF and Subsidized Child Care. Through this system, citizens will be linked with critical, life-saving services in an efficient, user-centric interface. More information in 2B2.*

*The My Alabama Portal (eMAP) system is being developed by the Department of Finance. The goal of the project is to provide the state employee a portal that will function as an agency and state communications platform, provide a location for common agencies' links, and present electronic versions of pay stubs and other personal documents for state employees. More information in 2A2.*

*The State Time and Reporting Terminal (eSTART) system is a Kronos workforce management system being implemented by the Department of Finance. The project goal is to automate the collection of employee time worked and leave usage. This solution will eliminate the need for paper timesheets and leave requests. More information in 2A2.*

*One of the first challenges faced by the Secretary of Information Technology in June 2013, was the discovery that one half of the State's desktops and laptops were running Windows XP and that operating system was going end-of-life in April 2014. Through mandates, funding and coordination the State was able reduce the number of XP machines from over 16,000 to just 52 by the deadline. All machines will be upgraded by the end of 2014.*

*In an effort to improve service and increase value, the State will be moving its email system from Microsoft Exchange, hosted in a private cloud, to a Microsoft Office 365 solution hosted in Microsoft's Government cloud. That migration will begin late 2014.*

With the response to the 'big picture' question as context, we want to understand how those priorities and dynamics are playing themselves out in key areas of ICT infrastructure, operations and development.

In each of the eight questions below (1B-1I), first identify in the matrix the status of the initiatives and services currently in place in that category, and in the narrative that follows, describe the major changes made in the last two years. Most importantly describe the outcomes achieved. Where appropriate include references to published reports/information (Web addresses or other publicly available information). The narrative should be specific and provide support for the responses in the matrix.

By design there is not enough room to address every initiative/service in the matrix as part of the narrative. Please select what is most innovative, most successful, most significant - the best solutions for your state - and concisely tell us about them.

## **1B. Computing**

<b>1B1. From an enterprise viewpoint, what is the status of the following computing initiatives and services?</b>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if substantially completed)
1B1a. Consolidated IT Operations/Shared Services (if applicable, describe below):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2006</b>
1B1b. Server Virtualization-- indicate % physical server reduction _____%	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2008</b>
1B1c. Client Virtualization/Thin Clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
1B1d. Storage Virtualization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2012</b>
1B1e. Bring Your Own Device (BYOD) Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2014</b>
1B1f. Cloud Computing, Private or Hybrid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2012</b>
1B1g. Cloud Computing, Public Cloud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2014</b>
1B1h. Outsourcing (If applicable, describe in Detail below):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2005</b>
1B1i. IT Infrastructure Library (ITIL)—Specify Modules Implemented: _____ _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2008</b>
1B1j. Software-defined Data Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2012</b>
1B1k. Converged Infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2012</b>
1B1l. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1B1m. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1B1n. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—

**1B2. Computing: Describe actions taken and results achieved including but not limited to consolidation, virtualization, co-location, shared services and provisioning mix (on premises, cloud, hybrid) best suited to the needs and policy priorities of the state. Specify examples showing support for the above-identified initiatives and services.**

The Information Services Division (ISD) has for the past few years focused on consolidating its computing infrastructure by investing in storage virtualization, SDDC, and converged infrastructure technologies. This has allowed ISD to provide faster, more efficient shared services to the more than 60 departments, boards, and commissions it supports. The focus for 2014/2015 is an expansion of private cloud services, the migration into Microsoft's public cloud offering with Exchange Online and Office 365, the implementation of a mobile device management solution utilizing AT&T's Toggle, and with active-active datacenters co-located mainframe and storage environments.

**Storage Virtualization:**

- Since 2012 ISD has invested more \$3.2 million into a strategy to consolidate storage across the enterprise. As a result the storage costs to customers have dropped from a price of \$6.45 a GB a month to between \$0.10 and \$0.40 a GB a month. This strategy has allowed the storage environment to grow from 40TB to 1.6PB, while creating an over \$2.7 million savings per year.
- *Future Goals* – The 2014/2015 FY will see the consolidation of file level storage and unorganized data structures into centralized, purpose driven technologies that simplifies data management and removes stale data from the backup stream. The cost for this initiative is included in, the above mentioned, investment of \$3.2 million and should produce another \$400,000 savings over 3 years in cost avoidance.

**Software-defined Data Center / Converged Infrastructure:**

- The goals of ISD's SDDC and converged infrastructure initiatives are focused on abstracting the infrastructure layer to a commoditized level to efficiently and effectively support the shared services model that comprises the State's private cloud. Consolidation efforts are pursued from both the infrastructure and application sides through the offering of shared services on shared infrastructure that allow agencies opportunities to lower their costs and receive a greater variety of service options.
- Since 2012 converged Infrastructure initiatives have enabled ISD to consolidate 3 datacenters into 12 racks in 1 datacenter, saving on power, cooling and administration. While costs have remained steady, harder to measure operational efficiencies were the goal of the converged Infrastructure initiatives; work stops due to hardware issues are down 46%.
- *Future Goals* - The 2014/2015 FY will bring expanded support for virtual

server hosting with growth expected to remain at levels of 22% a year. 2014/2015 FY growth will push the virtual hosted environment to 561 virtual servers, on track to maintain a 32 to 1 guest to host ratio.

**Data Warehousing:**

- Significantly expanding data warehousing capabilities has been an objective since 2013. A \$460K investment has been made in additional infrastructure to support multiple initiatives ranging from a consolidated SQL environment to an enterprise document management system with cloud access. The goal of expanding data warehousing isn't primarily focused on cost savings but on new services and latent demand.

**1C. Network**

<b>1C1. From an enterprise viewpoint, what is the status of the following network initiatives and services?</b>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if substantially completed)
1C1a. Enterprise-wide network service (if multiple networks in place explain below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<b>2002</b>
1C1b. Unified Communications (brief def.-using an IP network to integrate various communication services. Also see the Glossary Appendix E)	<b>X</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1C1c. Collaboration Tools (Audio/Web Conferencing, Instant Messaging, Internal Social Media Network, Data Sharing,) specify below	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<input type="radio"/>	
1C1d. Voice Over IP (VOIP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<input type="radio"/>	
1C1e. Video Services—specify below.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<input type="radio"/>	
1C1f. Wireless Broadband Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<input type="radio"/>	
1C1g. Next Generation – LTE (Long Term Evolution) Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	
1C1h. Other (specify): Virtual Private Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<b>2004</b>
1C1i. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1C1j. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**1C2. Network: Describe actions taken and results achieved including but not limited to broadband and wireless initiatives. Specify examples showing support for the above identified initiatives and services.**

The State's Enterprise Network is consists of a statewide Wide Area Network (WAN) and the Capitol Complex Local Area Network (LAN) in Montgomery. The core for the Enterprise Network is located in Montgomery.

From late 2012 to 2014, over \$1.3 million has been allocated to upgrade the State's Enterprise Network. This upgrade ensures compliance with industry and government regulations, provides employees with the widest, yet appropriate levels of access to the tools and applications they need in order to work remotely, as well as appropriate defenses against inappropriate use or unauthorized access, and enhances the customer's network experience. Also, this upgrade has allowed ISD to adapt more quickly and confidently to changing business conditions of our state agencies.

The Campus Network broadband capacity has been increased 10 fold--improving response times throughout the Campus. Another massive infrastructure upgrade will support the Data Center relocations to more modern and secure locations that will support future technologies and growth and provide high bandwidth connectivity needs for the future. This upgrade also supports modularization of subsystems, which will prevent any subsystem failure from impacting another subsystem.

As part of the infrastructure upgrade, the network's business continuity and disaster recovery capability is improved with the installation of redundant fiber cabling between key buildings in the Capitol Complex.

Switch upgrades will provide Power over Ethernet (POE) which improves security to be in compliance with NIST 1075 recommendations and as VoIP is deployed, POE will provide Quality of Service and Class of Service functionality. Additional benefits include faster throughput and better network monitoring capabilities.

In 2014, a three-year plan was implemented to upgrade the Wide Area Network (WAN) in order to improve security, VoIP capability, and overall capacity. Additionally, the new routers provide faster throughput and better monitoring capabilities.

In 2013, a major upgrade to ISD's infrastructure to expand WI-FI access throughout the State was started. In 2012, the wireless network had approximately 40 Wireless Access Points (WAPs) and an average 100 connections per day. Today, ISD has deployed 236 WAPs and averages over 600 connections per day; an increase of 490% in WAPs and 500% in connections. Additionally, this WI-FI expansion adds a wireless intrusion prevention system and an Identity Services Engine which on a daily basis prevents approximately 2000 unauthorized wireless network access

attempts.

**1D. Applications**

<b>1D1. From an enterprise viewpoint, what is the status of the following application initiatives and services?</b>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if) substantially completed
1D1a. ERP-Budgeting/Accounting	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1D1b. ERP-Human Resources & Payroll	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1D1c. ERP-Procurement/Admin/Asset Tracking etc.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1D1d. Business Intelligence/Advanced Analytics (specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	—
1D1e. Agile Development (See Glossary for definition)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	—
1D1f. Mobile Apps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	—
1D1g. Application Modernization (specify): Indigent Defense System Driver License System Licensing and Regulatory Prosecution Services Insurance Verification MyAlabamaTaxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2012</b> <b>2014</b> <b>2014</b> <b>2013</b> <b>20xx</b> <b>2013</b>
1D1h. Multi-Agency Development---(specify): Insurance Verification Time and Attendance Myalabama.gov Employee Portal State Travel Request and Expense Reimbursement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

1D1i. Other (specify): _____	<input type="radio"/>	—				
1D1j. Other (specify): _____	<input type="radio"/>	—				
1D1k. Other (specify): _____	<input type="radio"/>	—				

**1D2. Applications: Describe actions taken and results achieved including but not limited to any of the above internal services - such as enterprise applications, internal line of business (LOB) services, business intelligence, and analytics; and external citizen and business-facing online services.**

**Internal Enterprise Applications:** The Employee Portal (eMAP) website allows state employees to view and print current and past payroll information, leave balances, agency announcements and State Personnel announcements, submit annual required Ethics information, view state calendars, and search state employee directories. Significant annual savings are due to decreased check printing and distribution costs.

The Travel Request and Expense Reimbursement website automates the process of travel request submission and expense reimbursement. In addition to saving time for agencies and employees. Over the last two years, out of state travel reimbursement expenses have decreased almost 25%, most of which can be attributed to the audit capability of the automated system.

**Government Services:** My Alabama is an online portal for Alabama services. In 2014, this system was redesigned to conform to the UX2014 standard, improve customer experience, and enhance administration tools. The site is also now supported by a help desk that allows a single point of contact for all issues. <https://myalabama.gov/>

This year the State continued to expand on its goal of transparency through its Open web site by adding access to information on all state RFPs. In addition to viewing procurement actions, citizens can use the interactive site to find specific information about the Governor’s Office spending, state employees’ and officials’ salaries, funds spent on travel and a calendar of all state meetings. <http://www.open.alabama.gov/contracts.aspx>

**Licensing and Regulatory:** Since 2012 more than 10 additional agency systems were completed to streamline license management by automating registration, certification, compliance, and enforcement activities. Customers and the public can now access the information they need online, and duplication of data entry is eliminated by fully integrating license, regulation, and document management system functions. These systems have allowed government agencies and state boards to streamline and expedite

business processes and reduce the cost of regulation while providing licensing services via a public web site with daily 24 hour availability. <http://www.alabama.gov/category/>

**Criminal Justice:** The pretrial diversion system was upgraded from a manual system utilizing paper forms and the U.S. Mail Service to an electronic system that has dramatically decreased the time span of processing a defense attorney's expense submission to payment authorized by the State Comptroller's Office. A process that had taken at least one week now usually only takes a day. Also, it is estimated that electronic auditing of attorney payments has saves millions annually by eliminating billing errors as auditing can be done electronically. Future archive warehouse costs are eliminated as all records are archived in the system's database and all auditing can now be done electronically. <http://www.alabamaprosecutor.com/Pretrial/>

**Public Safety:** The Department of Public Safety (DPS) Driver License System was converted from the mainframe to client server technology. In addition to operational savings, online processes were re-engineered to provide user friendliness, quick response times, efficient data access, and ease in making federal and state governments required modifications.

The Department of Finance, Information Services Division (ISD) re-engineered this system for a total cost of \$1,573,131.02 after DPS received contractor estimates ranging from \$5.1 - \$11 million.

### 1E. Data and Cyber Security

<i>1E1. From an enterprise viewpoint, what is the status of the following Data Management and Cyber Security initiatives and services?</i>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if substantially completed)
1E1a. Published Cyber Security and Privacy Policies, Directives and Guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<b>2006</b>
1E1b. Cyber Security Employee Awareness Training Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>		
1E1c. Intrusion Prevention System	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<b>X</b>	<b>2006</b>
1E1d. Data Encryption Policy/Enforcement	<input type="radio"/>	<input type="radio"/>			<b>X</b>	<b>2012</b>

1E1e. Anti-Virus/End Point Protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		X	<b>2007</b>
1E1f. Security Server Patch Enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
1E1g. Public Key Infrastructure (PKI)	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	
1E1h. Data Classification/Cataloging	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1E1i. SAAS approach for Data Sharing	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1E1j. 'Big Data' Management (non-structured data)	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1E1k. Fraud Detection - Multi-Agency Data Sharing	<input type="radio"/>		<input type="radio"/>	X	<input type="radio"/>	
1E1l. Identity/Access Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
1E1m. Single Sign-On	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1E1n. PCI (Payment Card Industry) Compliance and Governance	<input type="radio"/>		<input type="radio"/>	X	<input type="radio"/>	
1E1o. NIST, SANS 20 or other framework adoption complete (see Glossary for definitions) (specify if other): _____	<input type="radio"/>		<input type="radio"/>	X	<input type="radio"/>	
1E1p. Other (specify):_HEPPA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
1E1q. Other (specify):_IRS 1075	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
1E1r. Other (specify): _____	<input type="radio"/>					

**1E2. Data and Cyber Security: Describe actions taken and results achieved** including measures to increase the data and security availability, accuracy, integrity and share-ability (through common data standards, architectures, protocols and practices). Specify examples showing support for the above-identified initiatives and services.

The State of Alabama (SOA) cyber security framework is based on the ISO/27002 and Federal NIST platforms. The SOA has established and maintains policies, standards, procedures, and guidelines that steer the agencies in Information technology, IT planning, budgeting, procurement, and architecture. The Information Services Division (ISD) serves as a central authority to assist and define the responsibilities of all SOA personnel who access any State-managed information system resources. The published policies are minimum guidelines to ensure adherence to activities that ensure the availability of critical information systems for authorized access and use, and ensure that critical information systems are protected from unauthorized access or use. The scope of the cyber policies applies to all Executive Branch agencies, boards, and commissions except those exempted under legal Code. <http://cybersecurity.alabama.gov/PoliciesStandards.aspx>

The cyber security program embodies the following control set:

- Information technology (general)
- IT planning, budgeting & procurement
- IT architecture
- Cyber security management
- Cyber security training
- Access controls
- System use
- Connections
- Physical security
- System/application security
- Security administration
- Information/data management
- Disaster recovery

Alabama's focus on Cyber Security can be seen in several initiatives this year (2014):

- To strengthen its overall Cyber Security posture with the proper implementation of more up to date security technology
  - Border Security – next-gen firewalls, more robust intrusion prevention technologies, etc.
  - Patch management
  - Security Event Incident Management
  - Secure Email Gateway
  - Fault Tolerance – Mainframe and Server DR, Firewall High Availability, etc...
- To increase communication with internal agencies as well external agencies
  - Federal DHS and MS-ISAC information sharing
  - Alabama Law Enforcement information sharing – ABI, Alabama Fusion Center, etc...
  - Local and Tribal entities information sharing – cities, counties, etc...
  - User groups – Security User's Group, Mobile User's Group, etc...
  - User Security training
- To increase adherence to State policies and industry best practices
  - Vulnerability Assessments – host and application
  - Zoned network architectures
  - MDM, BYOD, device provisioning

Alabama has been in the process of building a more security focused awareness within State Information Technology groups and agencies for the past three years. Redefining our Security groups as well as architecting a new Security Services team are just two steps in an increasingly large overhaul of Alabama's Cyber Security infrastructure.

**1F. Energy Management**

**1F1. To what degree are the IT strategies and practices aligned with the state's sustainability program or climate action plan? (Select one)**

				X
1	2	3	4	5
1-No program or plan	2-Developing a program or plan	3-Not aligned	4-Somewhat aligned	5-Fully aligned

**1F2. Energy Management: Describe actions taken and results achieved in terms of sustainability, energy conservation, and 'green government'; including both activities within the ICT domain, as well as other innovative energy management programs within the government.**

The Alabama Department of Economic and Community Affairs' (ADECA) Energy Division plans and implement energy programs in Alabama that are designed to achieve national energy goals such as lowering energy costs and consumption, decreasing reliance on imported energy, reducing impacts of energy production and use on the environment and to increase energy security and reliability.

The State has 4 energy programs that drive sustainability, energy conservation and 'green government': Renewable Energy Program, Alternative Transportation Fuels, Biomass Energy Program, and Building Energy Efficiency.

<http://adeca.alabama.gov/Divisions/energy/Pages/StateEnergyProgram.aspx>

In May of 2013, ADECA and the Alabama Department of Finance partnered in the **State Buildings Energy Efficiency Program** to promote saving energy in state buildings. Using building management practices and new energy-efficient technologies, the state will save energy and water while reducing waste and pollution.  [Read the report here.](#)

<http://adeca.alabama.gov/Divisions/energy/Pages/StateEnergyProgram.aspx#Building>

In early 2013, the Energy Division commissioned a survey to gather ideas regarding state energy goals, policies and programs. The survey, the results of which are available online [ [Energy Survey Results 2013](#)], is the initial step of a multi-year effort to develop a comprehensive energy plan for Alabama. Information on Alabama energy usage is available from the [U.S. Energy Information Administration's website](#) .

The Alabama Summit on Industrial Energy Efficiency was held on June 11, 2013. The summit showcased panels on Industrial Energy Efficiency, Combined Heat and Power, and Utilities. The documents below are presentations from that summit.

[Alabama Summit on Industrial Energy Efficiency - Program and Bios](#)  
[National Governors Association - Overview](#)  
<http://adeca.alabama.gov/Divisions/energy/Pages/BusinessResources.aspx>

**Industrial Energy Efficiency Program**

The Alabama Industrial Energy Efficiency Program promotes energy efficiency opportunities to small and medium sized manufacturers to improve their profitability by reducing their energy costs. ADECA partners with the U. S. Department of Energy's Advanced Manufacturing Office and universities to provide resources to increase energy efficiency for Alabama industries.

Additional Industrial Energy Efficiency Program resources include:

University of Alabama Industrial Assessment Center (AIAC) is home to Industrial Assessment Centers and is sponsored by the U.S. Energy Department.

[AIAC Brochure \(PDF\)](#)

[AICA website](#)

**Alabama E3: Economy, Energy and Environment**

The Alabama E3 initiative helps manufacturers increase performance by reducing energy intensity and environmental wastes, improves profitability, saves jobs and expands employment in Alabama industry.

[Alabama E3 Fact Sheet](#)

ADECA also promotes Consumer Energy Resources including the Energy Star, Energy Education, and Saving Energy at Home programs.

<http://adeca.alabama.gov/Divisions/energy/Pages/ConsumerResources.aspx>

Information on Alabama energy usage is available from the [U.S. Energy Information Administration's website](#).

**1G. Governance, Management and Funding**

<b>1G1. From an enterprise viewpoint, what is the status of the following governance initiatives and services?</b>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if) substantially completed
1G1a. Project Review Mechanism for initiating and overseeing IT	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

investments						—
1G1b. IT Steering Committee with Executive Level Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<b>2014</b>
1G1c. Project Management Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
1G1d. Enterprise Architecture (EA) Model	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1G1e. Portfolio Management Model (specify): _____	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
1G1f. IT Strategic Plan (current)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<b>2014</b>
1G1g. Shared Services Model/Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<b>1973</b>
1G1h. Training Program to educate around Enterprise Architecture and Shared Services	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1G1i. Other (specify): _____	<input type="radio"/>	—				
1G1j. Other (specify): _____	<input type="radio"/>	—				
1G1k. Other (specify): _____	<input type="radio"/>	—				

**1G2. Governance, Management and Funding: For the above initiatives, and any other governance initiatives, provide explanations of what was implemented in the most recent biennium; including structures, management disciplines and funding approaches that deliver sustained value and ensure the continued viability of ICT operations in an era of fiscal constraints and at a time when infrastructure, applications and data are shared across previously separate entities and governance structures. Specify examples showing support for the above-identified initiatives and services.**

*The Office of the Secretary of Information Technology (OIT) was created in May 2013 as a result of recommendations from two government efficiency studies. This is the first time in Alabama's history that a cabinet-level position was created specifically for Information Technology. The three major mandates of OIT are IT Strategic Planning, IT Governance and IT Resource Utilization.*

***IT Strategic Planning***

*The OIT is responsible for developing a comprehensive four-year strategic plan for the state's IT that will be updated annually and submitted to the Governor. The plan will coincide with the planning and budgeting processes for state agencies, with the purpose of helping the state achieve its goals of reducing redundant expenditures and maximizing the return on IT investment.*

### **IT Governance**

*The OIT is responsible for establishing and administering:*

- *IT Policy,*
- *A standard repeatable process for the review, and approval of new IT initiatives and projects, and*
- *Rules, regulations, policies, procedures and standards for the management and operation of IT by state agencies, to drive efficient and effective agency operations and to enhance a consumer focus.*

*To ensure transparency, accountability and evidence-based decision making, each major IT project or initiative will require an OIT-endorsed business case that includes projected tangible benefits to be realized upon completion of the project along with acquisition, implementation, and ongoing operational costs. The business case will be evaluated to ensure the solution is cost-effective and aligned with the State's strategic IT plan.*

### **IT Resource Utilization**

*The OIT has the responsibility to plan and coordinate IT activities for state agencies, in such a manner as to promote the most economical and effective use of state IT resources. The OIT will accomplish this by establishing an inventory of IT resources that allows identification of underutilized or idle resources, and all data and data systems in state agencies, to promote improved asset management, utilization and data sharing with IT resources to include personnel, software, hardware and services.*

*The OIT has established to advisory groups to strengthen the connection between the business goals of agencies and technology.*

### **Executive Committee**

*The Executive Committee consists of a cross-section of cabinet-level agency leaders who represent a broad view of the state's business needs. The responsibilities of this committee are to provide input and recommendations on the:*

- *Business needs and priorities of the state.*
- *Decision making process for the strategic direction for the state.*
- *Governance of capital investment projects.*

### **Agency CIO Advisory Council**

*The CIO Advisory Council is comprised of senior IT managers that represent a broad view of*

*the state's IT needs and agency services. The responsibility of this council is to provide input and recommendations on the:*

- *State IT Strategic Plan.*
- *Proposed IT process improvement efforts and initiatives*
- *Improving IT utilization*

## **1H. Business Continuity and Disaster Recovery**

### **1H1. What steps has the state taken for business continuity and disaster recovery to ensure systems and data continuity? (Select all that apply)**

- State disaster/emergency/safety crisis management plan is completed
- Mission-critical systems have been identified and business continuity/contingency plans have been established for them, including essential services
- State personnel have been trained on the plan's technology systems' recovery aspects
- Emergency alerting and notification system is in place
- State's plan has been coordinated with local disaster response authorities including interoperability communications plan
- Back-up for technology systems and data is in place
- State authorities can securely access communications and data from a remote or mobile location, in the event state facilities are affected by the emergency
- State's E 9-1-1 capability allows first responders to be dispatched to the exact location of the emergency
- None of the above

### **1H2. Business Continuity and Disaster Recovery: Please elaborate on the above and other results achieved for the state's business continuity and disaster recovery efforts.**

*Alabama is in the process of creating a comprehensive Disaster Recovery (DR) and Business Continuity (BC) plan addressing all likely disaster and emergency conditions with the potential of disrupting essential state government services to citizens. Mission-critical systems are being identified, and plans are being created for those systems. The state plans to utilize LDRPS to build and maintain BC/DR plans. Plans will be tested on an annual basis.*

*The state has established mainframe DR capability with a dedicated ISD disaster recovery mainframe, Direct Access Storage Devices (DASD), and Virtual Tape (VTAPE) Storage. All equipment is located at a remote site with access via geographically separated satellite locations. Numerous state agency users test the functionality of the DR mainframe system. Continuous replication occurs for all mainframe production data on DASD and VTAPE to the mainframe DR remote site. Beginning in 2013, and continuing to date, the state has trained over 30% of its mainframe system users on the capabilities of mainframe systems in a DR situation.*

*The state is in the process of establishing a geographically separated DR capability for distributed systems. Additional equipment is being deployed at a remote site, mission needs are being evaluated, agreements are being negotiated, and plans are being created. Disaster Recovery planners meet with agency management on a weekly basis to brief the status of the*

*DR programs.*

*The state has made a significant investment in 2014 to expand its data storage network capacity and improve its performance. Each acquisition of additional storage is duplicated to ensure redundant storage is available at both the primary and secondary data centers. In addition, the state routinely offloads backup data to a remote site in the event both the primary and secondary data centers were unavailable. The state is also increasing its fiber and network infrastructure to reflect an increase in production and DR capabilities.*

*The state is also in the process of relocating its primary data center to a newer, more robust, SOC 2 Type 2 facility. This facility provides additional protections from many potential threats further ensuring the security and availability of state data and data processing capabilities. The transfer of systems to this facility will begin later this year and conclude in 2015.*

*The state has established a statewide incident response policy, and incident handling and reporting procedures. These procedures have been reviewed by the state Emergency Management Agency (EMA), state Department of Homeland Security (DHS), and several other state agencies. These procedures were utilized during statewide cyber-security/DR planning exercises in 2010 and 2012. Currently, the incident response and handling procedures are undergoing review and revision with coordination and assistance from local and federal law enforcement entities.*

## **1I. Performance Benchmark Reporting**

***1I1. Has the state established a process for performance benchmark measurement and reporting? Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the improvements in the use of technology? (NOTE: this question applies to any responses to questions 1A-1H)***

- No
- Yes, but the results are not disclosed
- Yes and results are public\*

***1I2. Performance Benchmark Reporting: Describe how the data and reports were used in decision-making.***

***\*In order to get full credit for the answer 'Yes, and results are public' above indicating public reporting, describe the specific programs and include an http address or other reference to the location of such disclosure:***

*The Department of Finance, Information Services Division (ISD) is the major IT services and*

*infrastructure provider for State Government. ISD provides voice and data communications as well as providing mainframe and client server (web) computing, data storage and IT services to state agencies.*

*Tracking the number of agencies using ISD services has been a consistent major performance measure for the Department of Finance as reflected in the Quarterly Performance Report. The Finance Department also included customer satisfaction with IT services and support in FY12.*  
<http://budget.alabama.gov/pages/qprgf.aspx>

*FY 12 was the first full year that ISD began publishing its scorecard which provided simple performance indicators for the current month and year to date:*  
<http://isd.alabama.gov/ScoreCard.aspx>

*Data on IT performance and cost was not readily available from existing sources.*

*Governor Bentley with the support of the legislature on February 15, 2013 mandated a state wide information technology assessment of the State's IT infrastructure, services, programs, costs and staff.*

*The state survey provided baseline information the State's IT infrastructure, resources, services and costs. The survey provided insight into the State's IT architecture. The survey resulted in several major projects.*

*The number and distribution of Windows XP computers provided the impetus to make all agencies aware of the critical problem. Meetings and educational seminars were held for state agencies. Financing contracts were developed to assist in purchasing new computers. Virtual Desktop solutions were explored and are being tested. The survey demonstrated the computer refresh schedule varied from agency to agency depending on the availability of funding. Converting computers and office productivity suites into an operational cost model is being explored. Agencies would pay a monthly fee per employee for a furnished computer and laptop including all updates and current anti-virus software.*

*The state is currently exploring Office 365 for office productivity and e-mail at a cost savings. The State is implementing VDS which will tie various state agencies together. The State is updating the survey information on all agency servers that have reached or soon will reach Microsoft's end of support and developing cost effective strategies to replace the soon to be obsolete equipment.*

*When the State Legislature created the Office of Information Technology (OIT), it established by law the legal mandate for public annual IT plans.*  
<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/41-28-4.htm>

*The law also mandated inventories of IT personnel, hardware, software and services to promote improved asset management, utilization and data sharing. OIT is building an IT database from existing sources and agency input. OIT is schedule to launch IT Dashboards/KPIs in October 2014 to assist agency directors and the state to better manage its IT resources, and make better management decisions.*

**Question 2: Specific Service Delivery Highlights - Programmatic Impacts and Transformation (Required)**

With the responses to the ‘big picture’ question and those about ICT as background, we want to understand how those priorities and dynamics are playing themselves out in the work of government through four important programmatic areas:

- 2A. Finance, Administration, Procurement and Human Resources Management
- 2B. Public Safety, Emergency Management, Criminal Justice and Corrections
- 2C. Health, Social and Human Services
- 2D. Transportation and Motor Vehicles

In each of the four questions below (2A-2D), first identify in the matrix the status of the initiatives and services currently in place in that category, and in the narrative that follows, describe the major changes made in the last two years. Most importantly describe the outcomes achieved. Where appropriate include references to published reports/information (Web addresses or other publicly available information). The narrative should be specific and provide support for the responses in the matrix.

By design there is not enough room to address every initiative/service in the matrix as part of the narrative. Please select what is most innovative, most successful, most significant - the best solutions for your state – and concisely tell us about them.

**2A: Finance, Administration, Procurement and Human Resource Management**

<i><b>2A1. From an enterprise viewpoint, what is the status of the following initiatives and services?</b></i>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if) substantially completed
2A1a. Financial Transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>x</b>	<b>2010</b> —
2A1b. Open Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>x</b>	<b>2010</b> —
2A1c. eProcurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>x</b>	<b>2010</b> —
2A1d. Strategic Sourcing (provide specifics of existing process below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<b>2010</b> —
2A1e. Online Employee Self-	<input type="radio"/>	<input type="radio"/>		<b>X</b>	<input type="radio"/>	<b>2014</b>

service						
2A1f. Unemployment Insurance Self-service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2009</b>
2A1g. Online payment process to conduct government business more efficiently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2001</b>
2A1h. Mission-critical systems identified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2009</b>
2A1i. Business continuity plans in place for mission-critical systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2000</b>
2A1j. Online Tax Revenue Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2009</b>
	<input type="radio"/>					
2A1k. Other (specify): _____	<input type="radio"/>					
2A1l. Other (specify): _____	<input type="radio"/>					
2A1m. Other (specify): _____	<input type="radio"/>					

**Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:**

- **Finance, Administration, Procurement and Human Resource Management**

**2A2. Finance, Administration, Procurement and Human Resource Management: Specify examples showing support for the above-identified initiatives and services.** Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).

*State-wide Initiatives:*

*The State of Alabama Accounting and Resource System (STAARS) will replace the State's aging accounting, purchasing, budget, human resource, and payroll systems. The STAARS project is an upgrade of the State's current systems to the most recent version of CGI's Advantage ERP® software application suite. The Alabama Medicaid was the first agency to use STAARS in*

*October 2013. The goals of the project are to take advantage of newer technology to offer a much improved user interface, tighter integration of financial, purchasing, budget and HR functions through a true ERP solution rather than separate systems that interface, work-flow driven processes rather than paper driven processes, better ability to report state purchasing and spending through a refined chart of accounts, and an overall reduction in staff reduction with a shift in duties from data entry and paper processors to account and data analysts.*

*The My Alabama Portal (eMAP) system is being developed by the Department of Finance. The goal of the project is to provide the state employee a portal that will function as an agency and state communications platform, provide a location for common agencies' links, and present electronic versions of pay stubs and other personal documents for state employees. This system is currently being piloted by 2 agencies and will be fully implemented by September 2014. The state expects to realize a 1.6 million dollar annual cost reduction through reduced administrative costs, and reduced paper and printing costs.*

*The State Time and Reporting Terminal (eSTART) system is a Kronos workforce management system being implemented by the Department of Finance. The project goal is to automate the collection of employee time worked and leave usage. This solution will eliminate the need for paper timesheets and leave requests. The system is being deployed in four deployment groups, with a target completion of September 2015. Seven agencies are currently using the system. The state expects to realize a 7.5 million dollar annual cost reduction through reduced administrative costs, reduced paper and printing costs, and better overtime and leave management.*

*Agency Specific Initiatives:*

*Alabama Department Of Labor's Unemployment Insurance Self-service applications have been in place many years. The most recent enhancement allows Alabama employers to better track their accounts balances resulting in fewer overpayments by employers and helping ADOL to meet federal performance measures.*

*We also enhanced our web application to allow federal employees to file for unemployment during the federal government shutdown.*

**2A3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Finance, Administration, Procurement and Human Resources Management?**

- 2A3 - 1) STAARS
- 2A3 - 2) eMAP
- 2A3 - 3) eSTART
- 2A3 - 4)
- 2A3 - 5)

***2A4. For Data Collection Only: What plans or processes are in place to support the above priorities?***

The STAARS project is governed by both an Executive Oversight Committee and a Steering Committee. The project has on-going outreach meetings with all stakeholders. Both eMAP and eSTART are close to completion.

**2B: Public Safety, Emergency Management, Criminal Justice and Corrections**

<b>2B1. From an enterprise viewpoint, what is the status of the following online services/initiatives?</b>	<b>A) Not in place</b>	<b>B) Reflected in ICT policy framework</b>	<b>C) At least one instance in place</b>	<b>D) Implemented in Multiple Agencies</b>	<b>E) What year (if) substantially completed</b>
2B1a. Integration with Real Time Criminal Data Bases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	—
2B1b. Real Time Alerts (homeland, Amber, weather)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2014</b>
2B1c. Mobile Data Pictures and Video Integration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2014</b>
2B1d. Criminal Justice Information System	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
2B1e. Stolen Vehicle Searches	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2B1f. Corrections Offender Management	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<b>2001</b>
2B1g. Inmate Electronic Funds Management	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<b>2013</b>
2B1h. Geospatial Data	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2B1i. Mission-critical systems identified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	—
2B1j. Business continuity plans in place for mission-critical systems	<input type="radio"/>	<input type="radio"/>		<input checked="" type="radio"/>	—
2B1k. Statewide Interoperable Public Safety Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2011</b>
2B1l. Next Generation 9-1-1	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2B1m. Emergency Coordination/ Disaster Awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>2000</b>
2B1n. Video Surveillance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<b>2014</b>
2B1o. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—

2B1p. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—
2B1q. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	—

**Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:**

- **Public Safety, Emergency Management, Criminal Justice and Corrections**

**2B2. Public Safety, Emergency Management, Criminal Justice and Corrections: Specify examples showing support for the above identified initiatives and services.** Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. In this question, additional value will be placed on examples that span multiple agencies. (Note: scoring will be based on accomplishments, not future plans).

The **Department of Public Safety** is in year one of a three year driver license modernization project that will improve customer service by providing a variety of online services while reducing costs related to legacy operations. The first step of this project was to convert the database from IMS to DB2 and that was completed this year. Future online services offerings are to include:

1. Renewal of Driver License
2. Change Address
3. Pay Reinstatement Fees

**The Department of Corrections**

ADOC implemented an Escape Reporting System in 2013 that sends Real Time Alerts in the event of an inmate escape to ADOC personnel, the Governor's Office, the District Attorneys, the Sheriffs, the Chiefs of Police, Department of Public Safety (DPS), and to media outlets statewide. All Law Enforcement (LE) entities are notified electronically with a bulletin including the inmate photo within 4 hours of the report of the incident. Within 6 hours, a media alert is generated, distributed statewide to media outlets who have subscribed to this service, and the ADOC website is updated with the details of the escape. Previously, all notifications were made solely by phone calls from a centralized communication center. The new module significantly reduces the amount of time required to respond to the emergency situation of an inmate escape.

The notification was designed to be compatible with mobile devices utilized by ADOC

*Correction Officers and other LE personnel. These bulletins have been praised by the DPS as a significant advance in LE cooperation and efficiency.*

*A new **Visitation Module** was deployed in 2012 to maintain a list of approved visitors as well as process and record all visits to inmates confined in ADOC facilities. The Visitation Module is one of the first Corrections applications in the nation to utilize biometrics to check in the visitors, an innovation designed to reduce and deter criminal activities during visitation periods.*

*The new **Inmate Trust Fund Systems** was deployed in 2013 to electronically manage all inmate funds and fund transactions, as well as provide a real-time point of sale system to handle inmate commissary purchases. Vendor processing of deposits to inmate accounts are automatically integrated in ITFS, saving hundreds of hours every week in data entry costs.*

*With the new **Inmate Summary** being produced and sent electronically beginning April 2014 to folders on the server, many man-hours have been saved not requiring these inmate timesheets being printed, walked to or mailed to the Central Records department, the 29 ADOC facilities and to the Pardon and Paroles agency. Scanning of these timesheets into inmates' files in the Document Content Management System (DCMS) is no longer required since these are now electronically filed in the DCMS saving the many man-hours used in the past in this effort. Those Inmate Summaries that were printed needlessly because they were part of a batch are no longer printed or sent to the facilities to be printed.*

**2B3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Public Safety, Emergency Management, Criminal Justice and Corrections?**

- 2B3 - 1) Data Center consolidation for the new Law Enforcement Agency.
- 2B3 - 2) Statewide Communications Infrastructure for new Law Enforcement Agency.
- 2B3 - 3) Combine various software applications and processes to streamline access to criminal justice information.
- 2B3 - 4) More robust integration with DOC for Sex Offender registration process.
- 2B3 - 5) Enhance the Sex Offender application to provide a direct interface with the FBI message switch after they data has been reviewed by ABI personnel. This will reduce the time required from registration to dissemination to the public.

**2B4. For Data Collection Only: What plans or processes are in place to support the above priorities?**

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

**2C: Health, Social and Human Services**

<i>2C1. From an enterprise viewpoint, what is the status of the following online services/initiatives?</i>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented in Multiple Agencies	E) Implemented at Enterprise Level	F) What year (if) substantially completed
2C1a. Benefits Eligibility, Application and Status Checking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	<b>2011</b>
2C1b. Case Management Integration	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	
2C1c. Certificate Ordering (birth, marriage, divorce, death)	<input type="radio"/>	<input type="radio"/>	<b>X</b>	<input type="radio"/>	<input type="radio"/>	
2C1d. Credential Status Look up (hospital, doctor, dentist, nurse)	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1e. Health Information Exchange	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1f. Health Insurance/Health Benefits Exchange	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1g. Telemedicine	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	<input type="radio"/>	
2C1h. Integrated Identity Management	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1i. Authentication	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	X	<b>2007</b>
2C1j. Mission-critical systems identified	<input type="radio"/>	<input type="radio"/>			X	<b>2002</b>
2C1k. Business continuity plans in place for mission-critical systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
2C1l. Mobile device strategy in place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
2C1m. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1n. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2C1o. Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

***Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:***

- **Health, Social and Human Services**

**ADRS**

***2C2. Health, Social and Human Services: Specify examples showing support for the above-identified initiatives and services. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment, and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. In this question, we are generally interested in work that spans multiple agencies (e.g. unified eligibility, case management, etc.) work that has been accomplished from ARRA funding for Health Information Exchanges, and also work that has been undertaken to meet the changes resulting from the Patient Protection and Affordable Care Act (March 23, 2010). (Note scoring will be based on accomplishments, not future plans.***

The state of Alabama is in the process of implementing an integrated eligibility and enrollment system (CARES) to help administer the SOBRA Medicaid, Medicaid for the Elderly and Disabled, Children’s Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), and Child Care Subsidy programs. The CARES project is a joint venture among the Alabama Medicaid Agency (SOBRA Medicaid, Medicaid for the Elderly and Disabled), the Alabama Department of Human Resources (SNAP, TANF, Child Care), and the Alabama Department of Public Health (CHIP). The CARES project began in January 2012 with a team focusing on the design and development of the CHIP and SOBRA Medicaid components of the system. Alabama was one of only a handful of states to meet the October 2013 deadline for accepting online applications from its citizens in accordance with Patient Protection and Affordable Care Act (ACA) mandates. The project also met the next major ACA milestone with a January 1, 2014, implementation of the worker portal module that allowed Medicaid and ADPH workers to use the CARES system to manage applications and cases. Alabama was one of a mere two states to successfully exchange information with the Federal hub.

The CARES project is currently transitioning into Phase 4 which will extend the system to include the Medicaid Elderly and Disabled (E&D) program as well as the three DHR programs – SNAP, TANF, and Child Care Subsidy. The state has elected to use the A87 Exception to normal federal cost allocation requirements and plans to focus on functionality that benefits Medicaid programs in order to maximize Federal Financial Participation (FFP). The project schedule indicates that the E&D program will be implemented by December 2015 with the DHR programs being implemented by August 2016.

The major benefits to be realized by the CARES project include providing a consistent and intuitive user experience to all individuals seeking coverage from one of the member programs and a “no wrong door” approach, providing a real-time eligibility determination

to applicants, and saving both time and money during the design and development of the system by utilizing common services and a high level of integration to avoid duplicative efforts across program areas.

**Alabama Department of Human Resources (DHR)**

MyDHR is an online application/client portal that is available to SNAP recipients/applicants. This portal allows applicants to apply for SNAP benefits, print verification forms, and access basic application and case status information from any computer with Internet access. Completed applications may be submitted via the portal, faxed, mailed, or hand-delivered to the county DHR office by the applicant. Once an application is processed by the SNAP caseworker, the client may access the portal to check the status of the application, access case information, complete a recertification application, report changes, complete a six-month report, and obtain information regarding lost EBT cards.

**2C3. For Data Collection Only: Does the state consider legacy applications suitable/eligible for transition to a mobile device strategy?**

Yes     No

***If no, please elaborate briefly:***

**2C4. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Health, Social and Human Services?**

- 2C4 -1) CARES
- 2C4 - 2) Shared System governance
- 2C4 - 3) Data Analytics
- 2C4 - 4) Increased Mobile Apps
- 2C4 - 5) Increase Social media

**2C5. For Data Collection Only: What plans or processes are in place to support the above priorities?**

The CARES project has both an Executive Oversight Committee and a Steering Committee with representation from all stakeholders. That governance model will need to evolve as additional agencies and programs are added. The other three initiatives will be additional projects to continue to improve government performance in service delivery.

**SURVEY QUESTION 2D: Transportation and Motor Vehicles**

<b>2D1. From an enterprise viewpoint, what is the status of the following online services/ initiatives?</b>	A) Not in place	B) Reflected in ICT policy framework	C) Implemented	D) Data Integrated with Other Agencies	E) What year (if) substantially completed
2D1a. Vehicle Registration Renewal	X	○	○		—
2D1b. Driver's License Renewal	X	○	○	○	—
2D1c. Traffic Web Service/ Road Conditions	○	○	○	X	<b>2012</b>
2D1d. Intelligent Transportation Systems	○	○	○	X	—
2D1e. Vehicle Titling and Lien Processing	○	○	○	X	—
2D1f. Commercial Driver Testing Results Database	X	○	○	○	—
2D1g. Mission-critical systems identified	○	○	X	○	<b>2011</b>
2D1h. Business continuity plans in place for mission-critical systems	○	○	X	○	<b>2011</b>
2D1i. Mobile Inspections	X	○	○	○	
2D1j. Video Surveillance	○	○	○	○	
2D1k. Other (specify):Crash Analysis	○	○	X	○	—
2D1l. Other (specify):_____	○	○	○	○	—
2D1m. Other (specify):_____	○	○	○	○	—

**Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:**

- **Transportation and Motor Vehicles**

**2D2. Transportation and Motor Vehicles: Specify examples showing support for the above identified initiatives and services. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible,**

*please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans.)*

*Alabama Department of Transportation*

*ALDOT is currently designing and implementing a web-based system, CAMMS, to manage roadway and bridge construction projects along with management of testing the materials being placed during construction of these projects. Estimated completion date is Fall of 2015. Due to ALDOT's award winning fleet management practices, ALDOT was legislated the task of managing and controlling the motor pool fleet of cars for the entire state by October 2014. The ALDOT IT team updated the existing motor pool system and designed a new reservation system to be used by the entire state forces. An Enterprise GIS (eGIS) system is also in development using ESRI's software platform creating a new LRS for the department and replacing many of our existing legacy systems such as HPMS and traffic data collection. The eGIS is being implemented in a phased approach with final completion late 2015. ALDOT has also purchased a ROW/Outdoor Advertising permitting system to be implemented late 2014.*

*ALDOT developed an Information Security group to work with state and federal agencies to mitigate security risk for the ALDOT network and applications developed by and for ALDOT. ALDOT also increased their network and internet bandwidth by upgrading our network infrastructure throughout the state. BMC Footprints was implemented for change control and improvements in the service desk functions. A two year VOIP initiative implemented throughout all ALDOT state offices is nearing completion.*

*ALDOT has an agreement in place with ISD to facilitate offsite backup and disaster recovery for each other. ALDOT data is replicated via fiber connection to storage devices located in the ISD Data Center. Likewise data from ISD's Data Center is replicated to the ALDOT Data Center. In case of a disaster ALDOT is capable of providing hardware, software, and human resources to run ISD's critical applications with minimal downtime; ISD can provide the same services for ALDOT if required.*

*Mandatory Liability Insurance – In 2012, an Online Insurance Verification System (OIVS) was implemented in Alabama, which relies upon internet web services to verify insurance prior to vehicle registration, at traffic stops/accidents and periodically by the Department. OIVS was developed in accordance with the Insurance Industry of Committee Motor Vehicle Administration (IICMVA) model as required by statute. The web service, is integrated into county licensing systems, insurer systems and ACJIC law enforcement systems. The Department utilizes an MLI case management system*

*within the MVTRIP framework to process the insurance questionnaire responses and registration reinstatements. The MLI system is also used by license plate issuing officials to process MLI reinstatements. Over 87 million online insurance verification requests have been submitted through the web services since its inception.*

*MLI Web Address - <http://revenue.alabama.gov/motorvehicle/iac.cfm> and <http://revenue.alabama.gov/motorvehicle/pdf/mlimanual.pdf>*

***2D3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Transportation and Motor Vehicles?***

- 2D3 - 1) Continued ITS upgrades and Traffic Safety Systems
- 2D3 - 2) Leveraging Cloud based services such as Microsoft 365 for content and email
- 2D3 - 3) Further investment in DR infrastructure
- 2D3 - 4) Further development and implementation of an Enterprise Geographic Information System (EGIS) for ALDOT.
- 2D3 - 5) Participation in and integration with state wide financial and human resource systems such as STAARS and KRONOS.

***2D4. For Data Collection Only: What plans or processes are in place to support the above priorities?***

ALDOT has purchased new ITS software from Delcan along with accompanying ITS equipment such as cameras and message boards. ALDOT participates in the statewide enterprise license agreement for Microsoft 365. ALDOT also has an initiative to build, furnish, and control an off- campus dark site for DR purposes.

### **SURVEY QUESTION 3: Specific Service Delivery Highlights – State Selections**

With the responses to the ‘big picture’ question and those about ICT as background, we also want to understand how those priorities and dynamics are playing themselves out in the work of government through examples drawn from three important programmatic areas (self-selected from the following five areas):

1. Licensing and Permitting (non-DMV)
2. Commerce, Labor and Taxation—Economic, Business and Workforce Development
3. Environment, Natural Resources, Parks, and Agriculture
4. Education
5. Legislative and/or Judiciary Branch Support

**3A. Please select one of the following categories for your response (to question 3A1 below) from the list:**

***(Drop-down menu online- one selection allowed):***

- ***Licensing and Permitting (non-DMV)***

**3A1. Describe the major changes made in the past two years in services in the category selected above; including scope, level of collaboration, innovation, investment and with what results. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).**

*Department of Conservation and Natural Resources (ADCNR)*

*Beginning February 2013, ADCNR made boat registration renewals available online. Until then, all renewals had to be accomplished through county probate and license commissioner offices. While some of these county offices offer online transactions, many do not. Since most county offices have typical work day hours, and no weekend hours, boat owners had to complete their registrations during lunch periods or take time off from work.*

*Usage rates are low but increasing. The ADCNR feels most of that is a lack of awareness of the service. There are 240,000 registration renewals annually. From February 2013 through December 2013, ADCNR had 960 online renewals. To date in 2014, they've had 1,064 owners take advantage of the online system. Fulfillment is accomplished in house. Registration materials fit in a regular business envelope and only need first class postage.*

*Another aspect of this project is requiring all of ADCNR's registration agents to submit data electronically by January 2015. To date, they have 34 of the 67 counties reporting electronically. ADCNR offers a point of sale system, free of charge, to all the county probates*

and license commissioners.

<http://outdooralabama.com/boating/registration/>  
[https://www.alabamainteractive.org/boat\\_registration/home/welcome.action](https://www.alabamainteractive.org/boat_registration/home/welcome.action)

*Note: Boat Registration is now a part of the new Law Enforcement Agency. A law has recently been passed that requires boats to have a title. These systems will be integrated into ALEA's online service offerings and will provide more value to citizens by providing a one stop shop for licensing and registration services.*

*Alabama Department of Transportation (ALDOT)*

*In the licensing and permitting area ALDOT is implementing a new permitting system, IRIMS, which will help administer ROW and Outdoor Advertising permits. IRIMS will be in production by late 2014. For many years ALDOT has operated a vehicle overweight/oversize permitting system, ALPASS, that permits and routes large load vehicles safely over the roadways. An upgrade is currently planned for ALPASS beginning fall of 2014. ALDOT also has a Stormwater permitting system that is used to acquire storm water discharge permits from the Department of Environmental Management.*

*Alabama Department of Public Health (ADPH)*

*In the last 2 years ADPH has been developing a web based system for PH Environmentalist to use in the areas of licensing for septic tanks and issuing food permits to all eating establishments in Alabama. This system is being developed to replace an older Access database system and will allow for better state level monitoring. The web based system can be used by environmentalist to complete forms and other necessary documentation outside of their respective offices. It also allows for faster turnaround of these permits and licenses. This system will be further enhanced to include permitting and licensing to other establishments, such as, lodging facilities, milk plants, and tattoo establishments.*

**3A2. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?**

3A2 - 1) Upgrade ALPASS to a web based system

3A2 - 2) Implement IRIMS throughout ALDOT

3A2 - 3) Use of Mobile Devices

3A2 - 4) On-line portal for consumers

**3A3. For Data Collection Only: What plans or processes are in place to support the above priorities?**

*ADOT*

*Much of the roadway permitting function at ALDOT is a disconnected manual to semi-automatic function. ALDOT permitting personnel have been working hard in the last year to design and test the new permitting system, IRIMS, along with an effort to re-inventory*

*assets that are permitted. A contract is in place with the ALPASS vendor to begin work to upgrade and convert the system to a web-based platform.*

*ADPH*

*A small development team is in place to complete the development and implementation of the web based system for PH Environmentalist. There is a high level project schedule being used for these efforts. PH also has a user focus group that meets as part of the development and implementation efforts. Environmental upper management, the focus group, as well as, IT staff have looked in to the feasibility and cost for using mobile devices. The application is being developed with this in mind, should the decision be made to use mobile devices. The plans and processes have not been put in place for the on line portal, but this is a future goal/enhancement.*

**3B. Please select one of the following categories for your response (to question 3B1 below) from the list:**

**(Drop-down menu online - one selection allowed):**

- **Commerce, Labor and Taxation- Economic, Business, and Workforce Development**

**3B1. Describe the major changes made in the past two years in services in the category selected above; including scope, level of collaboration, innovation, investment and with what results.** In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note scoring will be based on accomplishments, not future plans).

Alabama Department of Economic and Community Affairs

*Because media consumption habits of citizens are shifting away from traditional news sources, ADECA has expanded its outreach efforts during the past two years to encompass social media outlets and a mobile app. ADECA's goal is to make information as accessible as possible via the outlets and platforms favored by state residents. Consequently, ADECA now announces all grants via the department website ([adeca.alabama.gov](http://adeca.alabama.gov)), the state media portal ([media.alabama.gov/pr/list.aspx](http://media.alabama.gov/pr/list.aspx)), twitter, Facebook and e-mail to news media outlets. ADECA is using technology to increase their accountability for the public funds entrusted to the department as well as expanding citizen awareness of programs offered to benefit them and their communities.*

*ADECA strives to deliver all necessary publications, technical documents, rules, regulations and forms to Their primary clients (local governments and nonprofit agencies) via the ADECA website. New funding opportunities are highlighted on ADECA's homepage and detailed on a dedicated page ([adeca.alabama.gov/about/Pages/Funding-Opportunities.aspx](http://adeca.alabama.gov/about/Pages/Funding-Opportunities.aspx)); public*

*meeting notices are posted to the Secretary of State's Open Meetings website ([openmeetings.alabama.gov](http://openmeetings.alabama.gov)); and surplus property auctions are announced on the website and through our social media outlets.*

*In 2013, ADECA worked with ISD to develop an app for iPhone and iPad that displays ADECA news, general information and social media links in a mobile-friendly format. We reach many additional mobile device users through Facebook and twitter. Last year, ADECA's public information staff began using an iPad when covering ADECA-related events in the field, allowing them to quickly post images and reports online and promptly respond to questions posed by citizens and the news media.*

*In regard to workforce development, records for those who participate in workforce training or other workforce-related services have their records maintained in digital format instead of paper documents. Annual applications for Federal Workforce Investment Act formula funds are completed on line for the past two years instead of the paper process.*

*Alabama Department of Labor*

*DOL's Labor Market Information Division is tasked with gathering statistics and making that information available to both the public and private sector. Statistics include job growth/decline in specific fields for career planning, unemployment statistics, and specific requirements/licensing for many occupations*

*[www.labor.alabama.gov](http://www.labor.alabama.gov)*

***3B2. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?***

- 3B2 - 1) Expand the reach and effectiveness of our social media efforts
- 3B2 - 2) Improve mobile apps
- 3B2 - 3) Make better use of online video
- 3B2 - 4)
- 3B2 - 5)

***3B3. For Data Collection Only:***

***What plans or processes are in place to support the above priorities?***

*ADECA has designated members of their public information staff to focus on expanding social media, mobile and video. These new media outlets will be the focus of our future training and hardware and software expenditures. They are developing strategic plans to more fully engage the entire ADECA staff in the creation of content for and promotion of social media.*

**3C. Please select one of the following categories for your response (to question 3C1 below) from the list:**

**(Drop-down menu online - one selection allowed):**

- **Education**

**3C1. Describe the major changes made in the past two years in services in the category selected above; including scope, level of collaboration, innovation, investment and with what results.** In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).

Alabama State Department of Education (ASDE)

**Teach Portal** – Multi-year project to develop an online portal that allows potential teachers to apply for a Teaching Certificate in Alabama. The system also allows for the on-line renewal of existing certificates as well as handling all of the background checks, fingerprinting, clearances, teacher testing scores, and provides suitability letters to the Local Education Agencies (LEA). This also provides for online payment for applicants. The system has a public interface that allows the public to search for teachers and certificates and endorsements held by those individuals. The system interfaces with the Department of Public Safety (DPS), the Alabama Bureau of Investigation (ABI) for background checks, Alabama Interactive for the on-line payment transactions, and Cogent to retrieve FBI fingerprint results. The system has been built in to allow for a nightly feed from DPS and ABI to alert the Alabama State Department of Education (ALSDE) of any arrests or convictions of potential and current certificate holders to be investigated.

ALSDE has also implemented, partnering with enChoice, a content management system (IBM filenet) that allows us to add a workflow component to the system that indexes and stores all documents related to certification and background review. The implementation of this system has resulted in the reduction of time it took to issue a new certificates by 50% and renewal is totally automated therefore the process now takes a matter of minutes versus weeks. Number of staff required was reduced by 20% while at the same time the volume of requests for certification that were able to be processed increased by 25%. The ALSDE ensured that the system was written in a modular fashion that allows us to re-use the code in multiple functional areas throughout the department and allows us to be flexible enough to adapt to changing laws and statues quickly.

**3C2. For Data Collection Only:**

**Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?**

- 3C2 - 1) Accountability reporting system (P2A)*
- 3C2 - 2) Single sign-on*
- 3C2 - 3) Data Governance*
- 3C2 - 4) Expansion of the content management system*
- 3C2 - 5) Education Directory re-write*

**3C3. For Data Collection Only:**

***What plans or processes are in place to support the above priorities?***

ALSDE

For the Accountability reporting system (P2A), Alabama Department of Education (ALSDE) submitted a detailed plan to the U.S. Department of Education (USDoE) which outlines and details the requirements and procedures the ALSDE will use to guide the development and implementation of their new accountability plan.

ALSDE is in the process of developing a single sign-on system dubbed ALSDE Identity Management (AIM) system. This plan will allow all of their users to have access to applications using a portal/app store type of environment with role based permissions. There is a detailed project plan in place to guide the development and a documented migration strategy to migrate existing applications into the portal.

The ALSDE is developing a detailed Data Governance structure at the department. A Data Governance committee has been formed to guide the development of Data Governance workflows, documentation, guidance, and plans.

The current content management system (Share Point) is under development and will continue to be developed in partnership with the Alabama Supercomputer Authority (ASA) to expand its presence within the department to provide content management for all sections within the ALSDE to allow for internal users to create meaningful and active content for our public, extranet, and intranet presences.

There is a detailed plan and methodology in place using Agile development to proceed through the department in a modular fashion on section at a time.

The ALSDE will undertake the re-write and re-design of its Education Directory (EdDir). The initial requirements gathering phase is expected to begin in the third quarter of 2014 and development is anticipated to be completed in the second quarter of 2015 to coincide with the beginning of the 2015-2016 school year.

## **SURVEY QUESTION 4: CITIZEN ENGAGEMENT**

Public disclosure, a hallmark of open government, was first codified at the state level a century ago. The origins of the modern sunshine laws in state and federal government date from the mid-1960s.<sup>2</sup> In the 1990s, the Internet rekindled the movement with a dual promise of digital government (information and transactions) and digital democracy (citizen participation and visibility on how decisions are made). In short order, it established the portal and online services as a permanent part of the service delivery landscape.

The practice of public disclosure of expenditures was made even more visible with the American Recovery and Reinvestment Act of 2009 when each state was required to publish through a website, information about the funds they had received, and how those funds were being used. Perhaps more than any other practice this placed an entirely new focus on open government reporting.

Most recently, transparency and a campaign to make available and mash up government-held data – coupled with a rise in social media and the wide-scale adoption of mobile computing – has again begun to reset the public’s expectations about its access to and interactions with its government. Taken together, it signifies tremendous opportunity and responsibility for government in the stewardship of the data and other information it holds.

In order to properly understand what each state is doing to foster citizen engagement we are asking questions in four critical areas:

4A. Open Government

4B. Citizen Online Services

4C. Mobile Services

4D. Social Media

---

<sup>2</sup> Florida’s tradition of open government dates back over a century to the passage of the Public Records Act in 1909. Its 1967 Sunshine Law is better known. At the federal level, Congress passed the Freedom of Information Act (FDIA) in 1966.

<b>4. Citizen Engagement: What is the status of the following citizen engagement methods?</b>	A) Not in place	B) Reflected in ICT policy framework	C) At least one instance in place	D) Implemented Agency by Agency	E) Implemented at Enterprise Level	F) What year (if substantially completed)
4.1. Blogs/Micro-blogs		<input type="radio"/>		X	<input type="radio"/>	
4.2. Social Networks	<input type="radio"/>	<input type="radio"/>		X	<input type="radio"/>	
4.3. Wikis, Collaboration, Knowledge Sharing	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.4. Podcasts/ Webcasts	<input type="radio"/>	<input type="radio"/>		X	<input type="radio"/>	
4.5. Mobile-enabled Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.6. GeoIP	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.7. Integration with Call Center(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.8. Integration with One Stop Service Centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.9. Photo Sharing, Video Sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.10. User Satisfaction Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.11. Live Help		<input type="radio"/>	<input type="radio"/>	X	<input type="radio"/>	
4.12. Widgets / Mobile Applications		<input type="radio"/>		X	<input type="radio"/>	
4.13 Open Data - URL: <a href="http://open.alabama.gov/">http://open.alabama.gov/</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	
4.14 Online Elections Management/ Citizen Voting Systems	X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.15 Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.16 Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.17 Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4A. Open Government:** *Please describe the state’s policy and approach (strategic and tactical) to citizen engagement through open government initiatives. Please be specific describing precisely what information is made public and in what format. Provide specific Web addresses of this data on the state Web portal. If data is provided in an open format to the general public, please explain what data is provided, how it has been used, and what benefits the public has realized as a result of these offerings.*

#### **Statewide**

Open Alabama is website that posts state government information such as; State Spending, Plans and Performance, Ethics, Meetings, Campaign Finance, Universities and Colleges, Governor’s Spending, and State Property. Data is collected from various systems of record, and the data is updated regularly (at least monthly, depending on the data).

<http://openalabama.gov>

#### **Alabama Department of Rehabilitation Services**

ADRS currently has a Facebook page used to provide information to citizens regarding what the agency does, important upcoming events, and how the disabled citizen benefits from ADRS services. Our public web site (<http://rehab.alabama.gov>) provides similar information as the Facebook page but also allows citizens to email questions to employees. It also provides quick access to their annual report.

#### **Alabama Department of Labor**

The DOL’s Labor Market Information Division is tasked with gathering statistics and making that information available to both the public and private sector. Statistics include job growth/decline in specific fields for career planning, unemployment statistics, and specific requirements/licensing for many occupations. [www.labor.alabama.gov](http://www.labor.alabama.gov)

#### **Department of Conservation and Natural Resources**

The State Lands Division maintains the Lands Resources Information Center (LRIC) which is a database housing a listing of current ownership of State owned property. This database is updated throughout the year as needed. [http://open.alabama.gov/state\\_properties.aspx](http://open.alabama.gov/state_properties.aspx)

#### **Alabama Department of Corrections**

ADOC overhauled and modernized its public website, [www.doc.alabama.gov](http://www.doc.alabama.gov), allowing more accessibility to public information on inmates currently incarcerated in ADOC facilities. The new website is compatible with major browsers and most mobile devices. The expanded inmate data now available to website visitors in the inmate search, [www.doc.alabama.gov/InmateSearch.aspx](http://www.doc.alabama.gov/InmateSearch.aspx). Additionally, all ADOC RFPs are published to the website, [www.doc.alabama.gov/RFP.aspx](http://www.doc.alabama.gov/RFP.aspx), in an easily downloadable format. ADOC’s new Escape Reporting System automatically publishes escape notices to the website, [www.doc.alabama.gov/Escapes.aspx](http://www.doc.alabama.gov/Escapes.aspx) in the event of an inmate escape from an ADOC facility. The notice provides the inmate’s photograph, identifying features, and the details of the escape event. When the inmate is recaptured, the date of the recapture is also published to the website automatically. The escape bulletin is downloadable by the public.

#### **Alabama Department of Economic Development and Community Affairs**

ADECA has expanded its outreach efforts during the past two years to encompass social media outlets and a mobile app. ADECA now announces all grants via the department website ([adeca.alabama.gov](http://adeca.alabama.gov)), the state media portal ([media.alabama.gov/pr/list.aspx](http://media.alabama.gov/pr/list.aspx)), twitter, Facebook and e-mail to news media outlets. ADECA is using technology to increase their accountability as well as expanding citizen awareness of programs offered to benefit them and their communities. New funding opportunities are highlighted on ADECA's homepage.

***4B. Citizen Online Services: Please describe how technology has been used to improve citizen engagement thru online service delivery, and the effects of those changes on internal operations. Please include the benchmarks and metrics used to measure results including the number of actual services that are online, and those that were implemented online in the last biennium. (For example only - citizen service management, 311 response, permitting requests.) (Include URLs in the response as appropriate.)***

#### **Department of Human Resources**

DHR has used technology to improve citizen engagement is with an online portal for use by the SNAP client population. MyDHR is an online application/client portal that is available to SNAP recipients/applicants. This portal allows applicants to apply for SNAP benefits, print verification forms, and access basic application and case status information from any computer with Internet access. Completed applications may be submitted via the portal, faxed, mailed, or hand-delivered to the county DHR office by the applicant. Once an application is processed by the SNAP caseworker, the client may access the portal to check the status of the application, access case information, complete a recertification application, report changes, complete a six-month report, and obtain information regarding lost EBT cards.

Since its inception in January 2013, approximately 80,000 applications, an average of 4,000 per month, have been transmitted via the client portal. DHR has seen a noticeable increase in the adoption rate and the average for the past several months has been around 5,000 per month. Electronic applications are a great time-saver for clients who don't have to visit the county DHR office to pick up or drop off an application as well as reducing congestion and long lines in already crowded offices. The portal has been beneficial to SNAP caseworkers, as well. Through the use of business rules and online help, the online application results in more complete and accurate information than paper applications which were often submitted nearly blank or with entire sections incomplete. The online applications allow caseworkers to screen applicants in advance and also pre-populates the caseworker's application processing screens with the information already entered by the applicants, which is a great time saver.

#### **Department of Conservation and Natural Resources**

Recreational hunting and fishing license online sales are about 30% of total license sales. This trends upwards about 2% each year. Online boat registration renewal was added February 2013. Registration for the regulation alligator hunt is online. Registration for the

youth dove and deer hunts is all online. Hunter Ed and Boater Ed courses are online. Some of the larger state parks have online reservation services. Deer, turkey, and snapper harvest report is available online and through the OutdoorAlabama app. Subscriptions to the department magazine are available online. The nature shop has online shopping.

<http://outdooralabama.com>

**Alabama Department of Economic Development and Community Affair**

ADECA used online surveys to expand public input about community development priorities, housing, energy conservation and other matters. The ADECA website and other online outlets are used to announce grant funding opportunities, workshops and public hearings. PDF versions of ADECA publications are available online, providing immediate access to citizens and reducing printing costs.

**4C. Mobile Services:** Mobile devices and applications (apps) continue to grow in popularity, overtaking traditional online PC services in popularity. According to NASCIO,<sup>3</sup> “at all levels of government, states have taken the lead in developing (mobile) apps for state employees and citizens interacting with state government.” ***Please describe how mobile technology has been used to improve citizen engagement through online/mobile service delivery, and the effects of those changes on internal operations. Please include the benchmarks and metrics used to measure results including the number of actual services that are online, and those that were put online in the last biennium.***

**Department of Public Safety**

DPS used Alabama Interactive to create an app that allows citizens to practice the written driver test on their smart phones. This functionality could be expanded to other testing areas for driver licensing.

**Department of Conservation and Natural Resources**

<http://www.outdooralabama.com/oaapp.cfm>

<http://www.pocketranger.com/apps/Detail/92b90547-e504-42a0-9e1d-c1c82dc3d0e0>

Our OutdoorAlabama.com and Alapark.com Web sites are under revision to a responsive design. This allows the site to be viewed on any mobile device.

**Alabama Department of Corrections**

The ADOC public website is now compatible with most mobile devices, including the inmate search feature. The Escape Reporting System produces an inmate escape bulletin which is downloadable and accessible to mobile devices. This bulletin is also available on the mobile-friendly website for public viewing and downloading.

**Alabama Department of Economic Development and Community Affairs**

In 2013, ADECA worked with ISD to develop an ADECA app for iPhone and iPad that

<sup>3</sup> NASCIO 2011 CIO Survey, page 26

displays ADECA news, general information and social media links in a mobile-friendly format. ADECA reaches many additional mobile device users through Facebook and twitter. Last year their public information staff began using an iPad when covering ADECA-related events in the field, allowing them to quickly post images and reports online and promptly respond to questions posed by citizens and the news media.

**4D. Social Media:** Web 2.0 technology is now fully established with social media, crowd sourcing and other two-way communications between government and its constituents becoming status quo. ***Please describe how social media has been used to improve citizen engagement and the effects of those changes on internal operations. Please include the benchmarks and metrics used to measure results.***

**Alabama Department of Rehabilitation Services**

*Users of social media and the ADRS public website provides citizens with knowledge about the agency, which has increased the number of consumers applying for services.*

**Alabama Department of Labor**

*ADOL's Facebook page was established in 2011. Most of DOL's 30+ Career Centers also maintain a Facebook page where upcoming events are announced. Job postings and job fairs are announced. Through the comments they obtain feedback from their customers and can make adjustments to our business processes accordingly. DOL also uses a Twitter account in a similar fashion.*

**Department of Public Safety**

*DPS has a Facebook page and information related to the agency is submitted by our Public Information unit. DPS also has a trial going on using Twitter in the Birmingham metro area to relay traffic information to the public in that area. They are considering expanding this coverage to other areas depending on the success of the initiative.*

**Department of Conservation and Natural Resources**

*The department has 2 monthly newsletters, 32 Facebook accounts, 2 Twitter feeds, 3 YouTube channels and a Flickr account.*

*The accounts certainly allow greater communication with their constituents. They use these venues to post information on events, openings and closings, emergency information, and daily posts on conservation and natural resource related information, sites, feeds, etc. The ability to have almost instantaneous interaction with their customers allows complaints to be handled immediately and praises for jobs well done to be shared. The suggestions and feedback is invaluable.*

*Outdoor Alabama Facebook page:*

*18,083 likes*

*47% women*

*52% men*

*Largest age group 35-44 year olds*

*Outdoor Alabama Twitter*  
*2,158 followers*

*<http://www.outdooralabama.com/newsletter/Jul2014/newsletter.cfm>, sent 160,586*  
*<http://www.alapark.com/newsletter/Jul2014/newsletter.cfm>, sent 159,538.*

**Alabama Department of Economic Development and Community Affairs**

*ADECA shares news, information and images through Facebook ([www.facebook.com/ADECAgov](http://www.facebook.com/ADECAgov)), twitter ([twitter.com/ADECA](http://twitter.com/ADECA)), tumblr ([adecablog.tumblr.com](http://adecablog.tumblr.com)), flickr ([flickr.com/photos/adeca](http://flickr.com/photos/adeca)) and YouTube ([youtube.com/user/ADECAgov](http://youtube.com/user/ADECAgov)). These sites expand access, encourage comments and two-way conversations, and enable ADECA to quickly address any misunderstanding or confusion about their programs.*

*ADECA currently has 1,995 followers on twitter and 1,027 likes on Facebook. They responded to just over 200 individual inquiries for additional information last year as a result of ADECA's online presence.*

**Alabama Department of Transportation**

*ALDOT is using Twitter to keep the public informed regarding specific highly visual road construction projects.*

**4E. For Data Collection Only:**

***Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Citizen Engagement: Open Government, Citizen Online Services, Mobile Services and Social Media?***

- 4E - 1) Expand the reach and effectiveness of our social media efforts
- 4E - 2) Improve and expand mobile apps to cover more content
- 4E - 3) Make better use of online video
- 4E - 4) Sharing of GIS information

**4F. For Data Collection Only:**

***What plans or processes are in place to support the above priorities?***

ADRS

Increase the exposure of ADRS via other social media outlets in addition to Facebook and the public website.

DHR

The CARES project, more fully described in Question 2C2 above, is currently transitioning into Phase 4 which will extend the system to include the Medicaid Elderly and Disabled (E&D) program as well as the three DHR programs – SNAP, TANF, and Child Care Subsidy. The state has elected to use the A87 Exception to normal federal cost allocation requirements and plans to focus on functionality that benefits Medicaid programs in order to maximize Federal Financial Participation (FFP). The project schedule indicates that the E&D program will be implemented by December 2015 with the DHR programs being implemented by August 2016. The CARES project plans to hire dozens of IT professionals and support staff --- project managers, business analysts, developers, enterprise architects, quality assurance analysts --- in order to support the aggressive schedule. Participating state agencies will provide key staff as well as a significant portion of the project team being hired through private contract companies or from Alabama colleges and universities.

#### ADECA

ADECA has designated members of their public information staff to focus on expanding social media, mobile and video. These new media outlets will be the focus of future training and hardware and software expenditures. They are developing strategic plans to more fully engage the entire ADECA staff in the creation of content for and promotion of social media.

#### ALDOT

ALDOT's current project to develop the enterprise GIS system will allow them to easily share location and map data for roadway assets. The implementation of IRIMS will allow the public to request and monitor their permit applications.

### **QUESTION 5: Innovation, Collaboration and Jurisdictional Differentiator:**

***5A: Innovation: Please tell us about the most innovative or greatest breakthrough ICT accomplishment in the last two years. How has ICT been used to create a new support or service capability or accomplish something organizationally never before thought possible? How is success being measured or demonstrated? Provide examples.***

*The CARES joint venture, described in detail in 2C2 above, is an example of an innovative breakthrough for the state. Three agencies will work together to integrate functionality for multiple programs to develop a collaborative, rules-based eligibility determination system that will automate much of what was previously a manual process for determining eligibility for entitlement programs.*

*The MyDHR online application/client portal is available to SNAP recipients/applicants. This portal allows applicants to apply for SNAP benefits, print verification forms, and access basic application and case status information from any computer with Internet access. Completed applications may be submitted via the portal, faxed, mailed, or hand-delivered to the county*

*DHR office by the applicant.*

*Since January 2013 MyDHR, approximately 80,000 applications, an average of 4,000 per month, have been transmitted via the client portal. Electronic applications save time for clients who don't have to visit the county DHR office to pick up or drop off an application as well as reducing congestion and long lines in already crowded offices. The portal has been beneficial to SNAP caseworkers, as well. Through the use of business rules and online help, online applications are more complete and accurate than paper applications which were often submitted nearly blank or with entire sections incomplete. Caseworkers can screen all applications in advance with the information already entered by the applicants.*

*Alabama State Department of Education (ALSDE)*

*Cohort Tracking System – The system tracks students throughout the course of their high-school career in public education beginning with ninth grade. The system provides the ability to identify students and which cohort they belong to, the tracking of that student's movement to public schools throughout the state, and any student who leaves or joins a cohort. This functionality was previously only able to be accomplished at the local school system level and often times in a paper-only fashion. The implementation of a Statewide Student Management System (SMS), coupled with innovative techniques used to identify and maintain cohorts over time, allows ALSDE to track on-time graduates and drop-outs. The current process takes weeks to closeout a school year and a cohort versus the months-long process previously used. Additionally, since the system is now totally automated it reduces staff time and travel costs, reviews and audits can now be performed locally at the ALSDE. This process enables the ALSDE to provide much more accurate accountability reporting to the federal government. The system has also encouraged the Local Education Agencies (LEA) to be more innovative in how they use new and emerging technologies to identify and locate students not identified in their cohorts that they should be in, in order to have the most accurate cohort possible. Since the system's implementation drop-out rates have decreased and graduation rates have steadily increased.*

***5B: Collaboration: Please provide examples where collaboration among multiple entities either within the state government executive branch, or outside the executive branch, or outside of the state government (multi-jurisdictional) resulted in a major improvement in governmental services in the past two years.***

The CARES project, detailed above in the response to Question 2C2, an example of collaboration among multiple state agencies. Three agencies will work together to integrate functionality for multiple programs to develop a collaborative, rules-based eligibility determination system that will automate much of what was previously a manual process for determining eligibility for entitlement programs. The first two phases of this initiative have been completed on schedule as required by Federal regulation. The first phase, implemented in October 2013, allowed Alabama citizens to submit electronic applications from its citizens in accordance with Patient Protection and Affordable Care Act (ACA)

mandates. The project also met the next major ACA milestone with a January 1, 2014 implementation of the worker portal module that allowed Medicaid and ADPH workers to use the CARES system to manage applications and cases. Alabama was one of only two states to successfully exchange information with the Federal hub by the January 2014 deadline.

**Alabama Department of Rehabilitation Services (ADRS)**

*The ADRS's Early Intervention division relies on external entities to provide services for our consumers. They allow these entities to access a subset of our case management data via the internet. This allows ADRS consumers to be served more quickly with current information. ADRS also has a division that coordinates job placements with employers around the State. This system is accessible via the internet. With permission, their consumers are placed into the 'employee pool' and potential employers can post available openings or search the 'employee pool' for potential candidates.*

**Department of Public Safety (DPS)**

*The Online Insurance Verification System (OIVS) that was created by the Revenue Department has allowed DPS to streamline Safety/Financial Responsibility enforcement. This system, in conjunction with eCrash, allowed DPS to reduce the workforce by 60 percent within that unit. In addition to the streamlined processing of claims, the public is no longer required to submit a form to DPS when they are involved in an accident.*

*DPS has provided Identity web services to:*

- *Department of Revenue*
- *Department of Conservation*

**5C. For Data Collection Only:**

***Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Innovation and Collaboration Initiatives?***

- 5C - 1) CARES
- 5C - 2)
- 5C - 3)
- 5C - 4)
- 5C - 5)

**5D. For Data Collection Only:**

***What plans or processes are in place to support the above priorities?***

The CARES project has both an Executive Oversight Committee and a Steering Committee with representation from all stakeholders. That governance model will need to evolve as additional agencies and programs are added.

**5E. Jurisdictional Differentiator: What critical factors: for example political, organizational, community, leadership or others have most contributed to overall ICT success in the previous biennium? What are you most proud of and what makes your state unique in its approach to using ICT to support and improve the delivery of public service?**

*Examples may include things leadership provided in the broader IT community; historical, technical or organizational barriers overcome; development of public/private partnerships or anything else you would like to submit for consideration.*

*The Alabama Office of Information Technology (OIT) was created by the Alabama Legislature in May 21, 2013, creating for the first time in the state's history a cabinet-level position specifically for information technology. This was a critical factor and seminal moment in the state's history that provided the statutory authority and centralized, statewide policy function for Information Technology.*

*OIT has and will focus on three primary mandates: IT Strategic Planning, IT Governance and IT Resource Utilization. OIT is responsible for developing a comprehensive four-year strategic plan for the state's IT that will be updated annually and submitted to the Governor. The plan will coincide with the planning and budgeting processes for state agencies, with the purpose of helping the state to achieve its goals of reducing redundant expenditures and maximizing the return on information technology investments.*

*Secondly, IT responsibilities also include establishing and administering a structured system for the review and approval of new information technology initiatives and projects.*

*Additionally, this office will promulgate rules, regulations and policies, and establish procedures and standards for the management and operation of information technology by state agencies, to ensure a more consumer-oriented focus.*

*Finally, OIT also has the responsibility to plan and coordinate information technology activities for state agencies in such a manner as to promote the most economical and effective use of state IT resources. This will be accomplished by establishing an inventory of information technology resources that allow identification of underutilized or idle resources and all data and data systems in state agencies, to promote improved asset management, utilization and data sharing with information technology resources to include personnel, software, hardware and services.*

<http://oit.alabama.gov/about.aspx>

*The initiatives that OIT has initiated or contributed to in the past year are:*

- Drove the statewide desktop refresh to meet the XP end-of-life deadline*
- Influenced the approval to proceed with the statewide implementation of STAARS*
- Influenced the approval to restructure the CARES project to include multiple agencies and programs*

- *Developed an IT Strategic Plan for the State*
- *Established the Executive Committee to strengthen the connection between business goals and technology*
- *Established a CIO Advisory Council*
- *Established multiple workgroups to develop policy, standards, guidelines and templates*
- *Developed an improved inventory system to automate much of the data gathering*
- *Implemented governance and processes, in coordination with the state's Executive Budget Office that requires all agency's to develop and submit IT budgets.*

**OPTIONAL (non-scored):**

<b><i>O. (Optional, non-scored) From an enterprise viewpoint, what is the status of the following education initiatives, systems and services?</i></b>	A) Not in place	B) At least one instance in place	C) Implemented in Multiple Agencies	D) Implemented at Enterprise Level
Common Core State Standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other State Standards Systems (not Common Core)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education Longitudinal Data Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education Data Privacy and Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State Education Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State Education Reporting System	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State Teacher Administrative Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State & Federal Funds Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education Integration with State Health Systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify): _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***O1. (Optional, non-scored) Education: Please describe briefly the agency role and responsibilities for the advancement of technology in education for the state, including collaboration/coordination with the CIO's office and statewide communities of interest (including steering committees and task forces) involved in intergovernmental collaboration.***

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

**Comments and Context about the responses:**

Is there anything else we should know about your responses?

*Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.*

***You have reached the end of the survey response back-up document. Be sure to enter your responses online at:***

**[www.govtech.com/cdg/digitalstates2014](http://www.govtech.com/cdg/digitalstates2014)**

***DEADLINE: THURSDAY, JUNE 26, 2014***

For assistance or feedback, please contact Janet Grenslitt, Surveys and Awards Director, at [jgrenslitt@centerdigitalgov.com](mailto:jgrenslitt@centerdigitalgov.com)

***THANK YOU FOR YOUR PARTICIPATION IN THE DIGITAL STATES SURVEY!***

## Digital States Survey 2014



### Appendix A – Criteria and Scoring

#### SCORING APPROACH

The Center for Digital Government generally believes that a highly coordinated and consistent or “enterprise” approach to the planning, acquisition, implementation and management of information and communication technology returns the best results. However, we also realize that in some cases the political and or operational reality of State structure makes this difficult or even impossible in some functional or programmatic areas. Therefore, we have implemented evaluation and scoring criteria that encourage and reward an enterprise approach while still leaving room to recognize and not penalize those states that operate, by necessity, in a more decentralized fashion.

To receive maximum credit states are encouraged to connect the answers they give in the question matrices/selection lists with links to specific examples or supporting documentation and/or by providing **succinct** clarifying explanations in the text boxes that follow. It is a way to essentially “show your work” and will be used by judges to verify and validate matrix selections. Questions without matrices will be evaluated on the content of the written response.

By design there is not enough room to address every initiative/service in the matrix as part of the narrative. Please select what is most innovative, most successful, most significant - the best solutions for your state – and concisely tell us about them.

The following criteria will be used to evaluate all scored responses.

#### CRITERIA

- Strategy, approach, implementation or actions are shown to be consistent with and in support of State priorities and policies to improve operations and/or services (30%)
- A quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service more efficiently (20%)
- Demonstrated and verifiable progress over the previous two years; either through a new initiative or through incremental improvement of an existing program or effort (15%)
- Innovation or creativity of solutions or approaches (15%)

- Demonstration of effective collaboration including multi-jurisdictional and inter-departmental (10%)
- Demonstration of successful measures of transparency, privacy and security (10%)

*SCORING*

- Responses to survey questions will be evaluated and scored by a team of evaluators and, together with completion credit and the aggregated benchmark index score will be the basis of assigning a letter grade for overall performance.
- Criteria are not mutually exclusive (e.g. unique forms of collaboration may also be considered innovative)
- Responses to the non-scored Trending and data collection questions will *not* be scored but contribute credit-for-completion points.

SCORED QUESTIONS

Survey Question # 1 has nine (9) scored components. The first (A) is worth up to 200 points; the remainder are worth up to 100 points each.

Combined Question Total = 1000

Survey Questions # 2-5 receive up to 100 points for each of the scored components:

Question 2 (four scored components)

Question 3 (three scored components)

Question 4 (four scored components)

Question 5 (three scored components)

Subtotal Fourteen (14) scored components

$$14 \times 100 = 1,400$$

Scored points total = 2,400

COMPLETION CREDIT:

The five Trending\* questions each earn 8 points for completion.

$$5 \times 8 = 40$$

The 19 "For Data Only" questions (does not include Optional questions) each earn 5 points of completion credit.

$$19 \times 5 = 95$$

Completion credit points total = 135

Aggregated Benchmark Index Score

total points = 100

Total Available Points: 2,635

## **Appendix B: Aggregated Benchmark Index Score**

The Aggregated Benchmark Index score is compiled and calculated based on a number of third-party measures and evaluations. It is comprised of the following six measures:

### **Web Performance** (Up to 15 points)

Evaluations will be made from the following metrics in relation to other respondents within the same population classification (Source:

Alexa/Searchmetrics)

- Use (Traffic)
- Speed (Load Time)

### **Policy** (Up to 40 points)

Date of most recent update of IT Strategic Plan (Source: state website)

### **Open Data Site** (10 points)

- Downloadable state data in citizen-friendly configuration (Source: state website)

### **Social Media Portal** (10 points)

- Showing agency social media presence (Source: state website)

### **Participation** (15 points)

- Digital States Survey participation in previous survey (2012) (Source: CDG)

### **Trend in Fiscal Condition** (10 points)

- Increase in IT spend in the past two years (Source: CDG Navigator/state website)

## **Appendix C: Lessons Learned/ Best and Emerging Practices**

The results of the survey will be the subject of reports, articles, conference sessions, Webinars and other media content.

Aggregated results will be shared with participating states to encourage an ongoing dialogue among practitioners related to lessons learned and best (and emerging) practices.

## Appendix D: Instructions for the Online System

- The survey link: When you have opened your unique survey entry form, it is not necessary to complete the response in one session. **As long as you are using the same computer or mobile device and browser each time, you may open the link and enter data at additional times** until you click on the Submit button on the last page, or until your cookies are cleared. If you open the link from another computer or device, you will not see your saved data - it will be a new entry form.
- The Center for Digital Government strongly recommends that you and your team use the Word document copy – linked to page four of the online survey as well - to compose and save your responses as a back-up to the online submission. **The Word document cannot be saved to the survey online; it should be downloaded and used as a backup copy of the online submission.**
- **Be sure to move forward one page to save responses before closing your browser.** When returning to the survey, it will open to the page you were on, or click the "Restart Survey" button at the top to go back to the beginning without deleting your responses. However, if you open the link from another computer or mobile device, you will not see your saved data - it will be a new entry form.

If you start the survey on your smart phone, tablet, or computer/laptop, you must complete it from that same device and browser.

- **Back and Forward Arrows:** Use the arrows at the bottom of each page to navigate through the online entry form. **DO NOT USE the browser Back button.** Each time you click on the arrows it will save your responses up to that page. In order to save responses on the same page you entered them, click on the forward (“>>”) arrows.
- Please write clear, concise and plain language statements, and spell out or expand acronyms and initials on first use. *All narrative text is converted into one continuous paragraph within the text box for each question’s response*, so use a numbering system or bullets with double-spacing before each number or bullet, or all-capitals for each new subject; particularly for lengthy responses for increased readability.
- Tables, graphs, screen shots, etc. will not transfer into the online form, so if you wish to present them for judging, post them on your website and include that URL address in the online entry. The survey tool does not support embedded hyperlinks; the website addresses must be entered. **Do not list addresses of sensitive or protected data.**
- **Do not clear your cookies until after submission** as that will sever the link and delete your responses. However contact us if this happens as we may be able to recover your data and send it to you to complete.

- **The online submission is the complete, official entry.** You must click on the Submit button on the last page after completing your responses to submit your entry.
- **NEW THIS YEAR – PDF of your response**  
After you click "submit", you will see a copy of your response (with some extra survey tool numbering and statistics since it's the unformatted version). **CLICK ON THE TINY PDF ICON ON THE TOP RIGHT** (and select "portrait", then "Export", then open the PDF and save with your entry title) - to download a PDF initial copy of your submission.

**NOTE: Once you have submitted your entry** you will need to contact Janet Grenslitt if it is necessary to edit your responses. Upon request a copy of your (formatted) submission will be available after the survey and awards process is complete.

**Please wait three (3) minutes before closing your browser.**

For assistance, contact Janet Grenslitt, Surveys and Awards Director at [jgrenslitt@centerdigitalgov.com](mailto:jgrenslitt@centerdigitalgov.com).

## Appendix E - 2014 Digital States Survey Glossary – Working Definitions

**Agile Development:** Agile software development is a group of software development methods based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. It promotes adaptive planning, evolutionary development and delivery, a time-boxed iterative approach, and encourages rapid and flexible response to change. It is a conceptual framework that promotes foreseen interactions throughout the development cycle. (Wikipedia).

**Cloud Computing:** Refers to computing in which services and storage are provided over the Internet. It is a type of computing based on sharing computing resources rather than having local servers or personal devices handle applications.

Typical cloud computing delivers common business applications online which are accessed from another Web service or software like a Web browser, while the software and data are stored on servers.

Most cloud computing infrastructure consists of reliable services delivered through data centers and built on servers. Clouds often appear as single points of access for multiple computing needs.

**GeoIP:** GeoIP (geographic Internet Protocol address) is the identification of the real-world geographic location of an Internet-connected computer, mobile device, website visitor or other. GeoIP data can include information such as country, region, city, postal/zip code, latitude, longitude and time zone.

**ICT – Information and Communications Technology:** This term reflects the study of the technology used to handle information and aid communication. In addition to the subjects included in Information Technology (IT), ICT encompasses areas such as telephony, broadcast media and all types of audio and video processing and transmission.

**ITIL:** The Information Technology Infrastructure Library (ITIL) is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations.

ITIL gives detailed descriptions of a number of important IT practices and provides comprehensive checklists, tasks and procedures that any IT organization can tailor to its needs. ITIL is published in a series of books, each of which covers an IT management topic. The names *ITIL* and *IT Infrastructure Library* are registered trademarks of the United Kingdom's Office of Government Commerce (OGC).

**NIST: National Institute of Standards and Technology**

**Appendix E - 2014 Digital States Survey Glossary – Working Definitions**  
-Continued-

**Provisioning Mix:** Provisioning– the process of preparing, equipping and delivering IT services– takes many forms. A provisioning mix may include a department providing it internally, a central enterprise IT-providing department, a collaboration with a sister department or other public entity, or any number of third party providers in the private or not-for-profit sectors.

**SAN:** A storage area network (SAN) is a secure high-speed data transfer network that provides access to consolidated block-level storage. An SAN makes a network of storage devices accessible to multiple servers. SAN devices appear to servers as attached drives, eliminating traditional network bottlenecks. (Techopedia.com)

**SANS 20:** The SANS Institute’s (a cooperative research and education organization providing security training and certification since 1989) standard of security exemplified in the [Twenty Critical Security Controls](#) – also commonly known as the SANS 20 Critical Security Controls.

**Shared Services:** Shared Services refers to the provision of a technology service by one part of an organization or group where that service had previously been found in more than one part of the organization or group. Thus the funding and resourcing of the service is shared and the providing department effectively becomes an internal service provider. The key is the idea of 'sharing' within an organization or group.

**Short Message Service (SMS):** A communication service component of the GSM mobile communication system that uses standardized communications protocols that allow the exchange of short text messages between mobile phone devices. The term SMS is used as a synonym for all types of short text messaging, as well as the user activity itself, in many parts of the world.

**Stimulus funding:** Any funds received from the American Recovery and Reinvestment Act (ARRA) or “Stimulus”. These are any supplemental appropriations from the federal government through the ARRA for job preservation and creation, infrastructure investment, energy efficiency and science, assistance to the unemployed, state and local government fiscal stabilization and other purposes.

**Unified Communications:** Unified communications (UC) is the integration of real-time communication services such as instant messaging, presence information, telephony, video conferencing, call control and speech recognition with non-real-time communication services such as unified messaging (integrated voicemail, e-mail, SMS and fax). UC is not a single product, but a set of products that provides a consistent unified user interface and user experience across multiple devices and media types.