2010 BEST PRACTICES

NASCIO

Representing Chief Information Officers of the States

AWARD CATEGORIES

Cross-Boundary Collaboration & Partnerships

This category addresses identifying, planning, coordinating, sharing, integrating or joining up formerly non-integrated IT-related organizational goals and strategies. These could include governance and management, policies, business processes, data and information, systems and applications, services, technologies and infrastructure.

Data, Information & Knowledge Management

This category covers strategies, processes, applications, solutions, initiatives or programs that create, use, process, leverage, archive or manage data, information, content, knowledge and intellectual value, property or capital. Outcomes and benefits may include the provision of information-related content and services, as well as support for the development of policies, performance assessments, funding, decision-making and making government more transparent and/or inter-connected.

Digital Government: Government to Business (G to B)

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

Digital Government: Government to Citizen (G to C)

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

Digital Government: Government to Government (G to G)

This category addresses digital government initiatives aimed at enhancing intergovernmental collaboration, planning, performance, transparency, fiscal accountability, cross-jurisdictional services and intergovernmental transaction processing.

Enterprise IT Management Initiatives

This category encompasses state efforts to plan, organize and execute enterprise-wide technology initiatives. The focus should be on solutions that employ policies, best practices and processes for enterprise change management, workforce development, governance, or transformation of service delivery.

Improving State Operations

This category covers technology initiatives and business process improvements implemented to make government operations more efficient and effective. Because “States Run on IT” as described in NASCIO's 2009 document, nominations in this category should emphasize how IT has played a critical role in transforming government operations.

Information Communications Technology (ICT) Innovations

This category covers initiatives or services that leverage communication technologies to transform government or promote economic development, interoperability and improved quality of life. This may be accomplished by facilitating or providing communications capabilities that increase citizen access, enable state government to operate more efficiently and effectively or offer more innovative, responsive, and personalized services to citizens. Initiatives or services could be unique uses of current technology or the application of leading-edge technology.

Open Government Initiatives

This category addresses efforts to make government more transparent and accountable and to stimulate civic engagement. Submissions can include any type of electronic interface and may demonstrate unilateral initiatives as well as two-way communication capabilities.

Risk Management Initiatives

This category incorporates IT security and privacy as strategic state initiatives, as well as disaster recovery planning (DRP) and continuity of government (COG) operations. It encompasses initiatives that help states prepare for major incidents such as natural or man-made disasters, cyber attacks, pandemics or major infrastructure failures. Testing and mock exercise results can be included as both part of execution (adapting plan) and outcomes.

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NIC

CROSS-BOUNDARY COLLABORATION & PARTNERSHIPS

ARKANSAS: Universal Financial Aid Management System

The Arkansas Department of Higher Education worked with Governor Mike Beebe and the General Assembly to improve the financial aid process for students looking to attend college for the first time or continue with their education.

Millions of dollars in financial aid and scholarship funds went unused in Arkansas due to a cumbersome paper process and more than 21 different programs requiring individual processes and documentation. Students, parents, and counselors were not always aware of various programs or how best to gain access and apply.

In a matter of minutes, students answer a few basic questions and the "YOUniversal" Financial Aid System determines aid for which they may be eligible across all 21 programs. Students may then submit one application, simplifying the process into one easy step.

The financial aid, scholarship, and loan awarding process is managed through the system which electronically notifies the student. Students manage their financial aid profile throughout their higher education experience within a secure student module.

Finally, the Department of Higher Education personnel manage the eligibility and award process for all aid programs within the administrative components of the system that replaces outdated disparate databases and systems previously used. Integration with third-party sources is a key success factor and includes federal level FAFSA (family income) data, state level TRIAND high school transcript data, higher education institution enrollment verification data, and state financial integration for automated disbursement of funds. Data integration eliminates manual processing and errors, and also expedites the review and award process.

This year, 125,000 applications were received through the system, an increase of more than 441 percent over the previous year. $150 million in aid was awarded to over 50,000 college freshman, traditional, and non-traditional college students due in part to recent passage of the Arkansas lottery, and legislative changes that expanded many of the financial aid programs. In the first year of operation, every eligible high school graduate applying for aid received an award through the system.

"The Universal Financial Aid System has transformed how students apply for the financial aid they need to complete their college degrees. The system provides streamlined access to all financial aid programs in which a student may be eligible."

Governor Mike Beebe, State of Arkansas

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DATA, INFORMATION & KNOWLEDGE MANAGEMENT

PENNSYLVANIA: Child Support Portal

In Pennsylvania, roughly 1 in 10 people are involved in the Department of Public Welfare's Child Support Enforcement Program as a custodial parent, non-custodial parent, beneficiary or employer.

Customer service being a prime component of program administration, it was evident that customer "self- service" needed to be the primary approach. But how can accurate, timely, and meaningful information be made available to child support customers cost-effectively while providing personalized service to each customer?

The solution was to provide citizens with a comprehensive "one stop" portal for 24x7 child support customer service and information delivery. This information must be consistent across communication channels such as integrated voice recognition, customer help desk, and web self service.

By reducing the time spent answering common questions, case workers now focus their time on locating absent parents, establishing orders and monitoring compliance. By improving data accuracy, they also spend less time updating case information. Further, the burden on other social service programs has been reduced by having the non-custodial parent contribute to the child's financial well being and medical insurance. Employers are able to provide accurate information about non-custodial parents, enabling faster income attachment which leads to increased collections. These improvements in service have helped Pennsylvania become one of the leading child support programs in the country by making it easy, cost effective, fast, and more accurate for citizens to interact with the program.

The Realized Return on Investment

- $1,462,268.40 saved due to customer demographic updates.
- Greater confidence in electronic service delivery mechanisms such as e-disbursement and e-collections which saved $50,000,000 over five years.
- Approximately $7,810,000 saved through reduced numbers of "no shows" to appointments.
- Approximately $430,000 saved as money on-hold is released to payees.

"Child support is about more than money; it's about improving the quality of life for children and families throughout the commonwealth. The PA Child Support Portal has fundamentally transformed the way parents interact with Pennsylvania's child support program, as well as the way case workers do their jobs."

Brenda Orth, Chief Information Officer, Commonwealth of Pennsylvania

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DIGITAL GOVERNMENT: GOVERNMENT TO BUSINESS (G TO B)

NEVADA: Department of Motor Vehicles' Vehicle Information Database

The Nevada Department of Motor Vehicles' Vehicle Identification Database (VID) is a web-based, real-time system that allows communication between the department's vehicle database and emissions testing stations.

More than 1.5 million vehicles in Washoe and Clark counties, the two most populous counties in the state, are required to pass an emissions test in order to be registered. The emissions testing stations throughout the state are, for the most part, privately owned.

In 2000, the department instituted a system allowing motorists to renew the registrations of gasoline-powered vehicles at emissions stations and avoid an office visit, relying on a third-party contractor to run the network. When a vehicle is tested, the results are immediately transmitted to the department. From the beginning, there were difficulties with the system. Motorists paid a contractor transaction fee, and stations were required to reconcile their records with the contractor's records. Informational material had to be printed and distributed, and minor changes in state law would often render the materials obsolete. Updating the stations' software was difficult, and adding a station required third-party cooperation.

Also, prior to the implementation of the department's VID, diesel emissions stations were not networked and used paper-based Diesel Vehicle Inspection Report books. The stations were required to submit to the department paper copies of the certificates they issued monthly.

The department's Motor Vehicle Information Technology (MVIT) Division tackled the system's problems in May 2006. Implementation of the VID began in July 2007 and was statewide by April 2008. The web-based system connects both gasoline and diesel emissions stations in real time for business rules and certificate repository. The department's access to data even during a test is a valuable tool in preventing fraud. The VID also allows the department to activate or deactivate a station, inspector or analyzer with a single key stroke.

Because the VID eliminated the third-party transaction fee, Nevada motorists save in excess of $3 million annually.

"The Nevada DMV's Vehicle Identification Database is not only a system that works better than the third-party system it replaced, it saves the Nevada taxpayers more than $3 million a year. It's a prime example of the innovation and skill of our state workers."

Governor Jim Gibbons, State of Nevada

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DIGITAL GOVERNMENT: GOVERNMENT TO CITIZEN (G TO C)

CALIFORNIA: C-IV: Providing Californians Accurate and Efficient Access to Health and Social Service Benefits

The process of administering California's numerous statewide welfare programs was slow, time-consuming and fraught with the potential for errors and lost cases. To address these issues and others, the California Statewide Automated Welfare Systems (SAWS) Consortium IV developed the C-IV System. Originally created for a four-county consortium, the C-IV System now streamlines the process of determining eligibility for more than 2 million state welfare recipients in 39 counties. It is an excellent example of how leading-edge technology can help serve citizens more effectively and efficiently.

C-IV is the first fully implemented, integrated web-based eligibility and welfare-to-work system in the country to use technology based on flexible, open standards. The project also received $3 million in grants from the Food and Nutrition Service and the California Medical Services Program to support a customer self-service application for Food Stamps, TANF and Medicaid called C4Yourself®.

The C-IV system enhances and improves how California's welfare caseworkers perform their duties, and extends the benefits of C-IV through the internet with C4Yourself, ultimately improving how citizens receive benefits. C-IV has brought about the following efficiencies:

- Streamlining work for caseworkers.
- Speeding through thousands of eligibility criteria with an average response time of less than four seconds.
- Applying current state and federal rules and regulations to determine eligibility and calculate benefits clearly and consistently.
- Processing more than 5 million transactions per day with an average response time of less than two seconds.
- Processing accurate benefits of more than $250 million per month.
- Enabling automation of a tax intercept functionality which has resulted in collection of an additional $10 million to date from previously uncollected overpayments.
- Enabling the real-time sharing of information among caseworkers and administrators.
- Providing automated updates from sources such as child support and child welfare systems.
- Adjusting payments and costs to reflect Cost of Living Adjustments and policy changes.
- Providing online California residents an internet-based portal to apply for and recertify eligibility for Food Stamps, TANF and Medicaid.

The C-IV System and C4Yourself set very high standards for state automated welfare systems and online application portals.

"The C-IV System enhances and improves how California's welfare caseworkers perform their duties. With C4Yourself, residents of 39 counties in California can go online to apply for benefits and maintain their case information, providing easy access to appropriate benefits for the neediest families in these tough economic times."

John Boule, C-IV Project Director

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DIGITAL GOVERNMENT: GOVERNMENT TO GOVERNMENT (G TO G)

VIRGINIA: Laboratory Information Management System (LIMS)

The Division of Consolidated Laboratory Services (DCLS), within the Virginia Department of General Services (DGS), is the first consolidated public lab in the nation, providing laboratory services for local, state, and federal law enforcement, as well as emergency response, health, environment, and consumer protection programs. DCLS is at the core of the commonwealth's public health infrastructure, linking food safety, disease surveillance and prevention, and environmental health.

Previously, more than 6 million scientific tests were performed annually without coordination. Requests were received on 40+ multi-part forms, each containing 45 pieces of metadata. Data was entered manually into a hundred disparate legacy systems, and lab results were reported on multi-part forms. Data standards were not enforced, query across applications was not possible, and gaps restricted opportunities for efficient business processes.

An integrated, interoperable and comprehensive Laboratory Information Management System (LIMS) was implemented in September 2009. Today, test orders are submitted electronically. The results are delivered to partner agencies, hospitals, physicians, and law enforcement using standardized reporting. This data is used for outbreak management, disease treatment and prevention, surveillance, emergency response, and law enforcement. The ability to rapidly and securely disseminate lab results allows key government decision makers to use these data to protect the public's health, as recently observed during the H1N1 pandemic.

Use of common data standards, integrating lab instrumentation with LIMS, reduction in manual data entry, and integrated audit and management tools meant focus could shift to testing. Quality control and validation ensure compliance with Good Laboratory Practices and regulations. Bar code technology tracks samples. Highly complex workflows and event-driven notifications improve turn-around times and responsiveness. Maintenance and support are simplified through a common architecture. Data resides in a database configured for high availability and zero loss in a secure server environment.

LIMS allowed DGS to realize a one-time savings of $260,000 and a 30 percent reduction in ongoing support costs was enabled. The agency also was able to reduce its operating budget by $672,144 annually, critical in the current fiscal environment.

"This award recognition reflects the Department of General Services' DCLS Project team's hard work and collaborative efforts. With this system, Virginia is a leader in leveraging technology to enhance the daily operations of the state laboratory by achieving system interoperability, improved response times, and cost efficiency savings. I'm proud to see the Commonwealth honored nationally for implementing a new Laboratory Information Management system that produces meaningful results that positively affect government agencies and the citizens of Virginia."
Governor Bob McDonnell, Commonwealth of Virginia

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ENTERPRISE IT MANAGEMENT INITIATIVES

UTAH: Creating Utah's Cloud Infrastructure

Faced with budgetary challenges, the Utah Department of Technology Services (DTS) and the Utah Legislature agreed to find a way to reduce the state's technology budget by $4 million. At the same time, a growing number of local governments, facing the same challenges, approached the state about less expensive ways to securely deliver an increasingly complex array of digital services.

Although Utah's IT personnel had been consolidated into a single department, servers and data center functions remained scattered across 38 separate locations. This led to costly support, high utility costs, and inconsistent standards for hosting services. The concept of a computing cloud offered the potential to simplify and add value in new and useful ways.

In August 2009, Utah CIO Steve Fletcher announced that the state of Utah was preparing a private cloud that would deliver "hosted email and web applications" to cities and counties within the state. In fact, Utah's cloud strategy has its roots long before that time and the strategy is much deeper.

In 2005, the state had consolidated its technology assets into a single department, moving all state IT personal under the state chief information officer. The legislature also required that all IT contracts be managed through DTS. In 2007, the CIO created the Architecture Review Board as a mechanism for developing and approving statewide technology standards. With the announcement that Utah would begin developing cloud services, a strategic cloud plan was developed and approved by the Architecture Review Board.

In order to achieve its overall vision for cloud computing, Utah needed to accomplish three things:

- Change the IT culture to accept a new type of computing environment
- Implement a highly available, highly scalable computing platform to support private cloud services
- Initiate a process for identifying, selecting, and contracting for public cloud services

DTS is meeting these objectives by consolidating data centers, virtualizing servers, and preparing a cloud platform that meets the demands of swift provisioning required by Utah government.

"The Data Center Consolidation Initiative and the creation of a Cloud Infrastructure has provided an enterprise-wide solution for Utah's technological needs. Utah has been able to reduce the number of data centers and servers, increase security and performance, save the state $4 million annually ongoing, and opened the door to provide additional secure services to our local government partners."

Kenneth Petersen, Chief Operating Officer, Department of Technology Services, State of Utah

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IMPROVING STATE OPERATIONS

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ILLINOIS: Data Center Server Consolidation and Virtualization Project

In 2003, the State of Illinois faced a $5 billion budget deficit and searched for opportunities to reduce costs. Legislation was written and passed by the General Assembly with a goal of creating efficiency and reducing costs through the use of shared services.

The Bureau of Communication and Computer Services (BCCS) within the Illinois Department of Central Management Services (CMS) conducted an analysis to determine several potential areas of cost savings and efficiencies. The state discovered that duplicate efforts throughout the agencies could be eliminated and savings realized by sharing and consolidating IT services. Data center operation and server management were identified as areas for significant potential savings.

The goal of the data center consolidation was to physically consolidate servers into two primary data centers: Springfield and Chicago. Begun in 2006, the project resulted in the decommissioning of 22 substandard data center/computer rooms and a reduction of 22,800 square feet of data center floor space. The move resulted in a significant cost reduction, improved service and availability, and significantly better operational efficiencies.

Server virtualization began in January 2008 after the initial physical consolidations were completed in the primary data center in Springfield. Most of the servers were more than 10 years old and in desperate need of upgrading/refreshing. There was also a need to better utilize power, cooling, and floor space. A decision was made to install redundant/clustered virtualized server systems utilizing blade server technology, SAN attached storage and water-cooled racks. The consolidation was designed to be fault-tolerant and scalable with the capability of full, off-site disaster recovery.

The project resulted in the virtualization of 854 aging physical servers and the installation of 190 new virtual servers for a total of 1,044 virtual servers managed today.

The project also resulted in more efficient operations at a reduced cost. Server uptime has increased and server/storage provisioning times have decreased. Completion of the project has resulted in an ROI totaling more than $10,798,000 between July 2006 and May 2010.

"This project has been a great success. From a reduced number of data centers to the implementation of more modern technologies and improved efficiencies, the state has been able to realize significant financial and operational benefits. The end result is higher service levels at a reduced cost for our agency customers and the tax payers of the State of Illinois."

Don Warren, Project Manager, Data Center Consolidation and Server Virtualization Project

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INFORMATION COMMUNICATIONS TECHNOLOGY INNOVATIONS

PENNSYLVANIA: STARNet

In the mid-1990s, the Commonwealth of Pennsylvania faced the prospect of replacing an aging analog radio system used by the Pennsylvania State Police for statewide dispatch and patrol. Other agencies also used a variety of separately purchased, deployed, operated, and maintained analog radio systems, using different technologies with limited ability to interconnect.

After much study, the commonwealth made the following key decisions:

- Rather than replace existing systems one-by-one and allow them to remain under agency control, the commonwealth would deploy a single system with transmitters and receivers statewide, connected and managed centrally through a microwave network.
- The new system would support both voice and data communications, freely intermingled, using Voice over Internet Protocol (VoIP) technology.
  - VoIP is the digital transmission of voice communications through a data network based on Internet Protocol (IP).
  - VoIP and IP routing technologies allow voice and data communications to share networks and thus increase spectral efficiency and reliability.
  - VoIP technologies encode and route digitized voice and data traffic over the commonwealth's IP networks – both wireless and private wide area networks.
- The design, development, operation and support of the new system would be the responsibility of a single office dedicated to that purpose, charged with delivering wireless voice and data services to benefit all commonwealth agencies.

The commonwealth selected an innovative, leading-edge digital technology. It was enormously promising in range and flexibility of services, features, and functions—but untested and unproven. In September 2003, the Pennsylvania statewide radio system, PA-STARNet, became operational. In reality, the commonwealth and the vendor developed the next generation of public safety communications software that is now the OpenSky network.

The state has moved PA-STARNet ahead significantly with initiatives aimed at enhancing interoperable communications, including system coordination, engineering coordination and connecting all 911 centers to the PA-STARNet.

"Pennsylvania's Statewide Radio Network is a leap forward in public safety and emergency response. The network has proven itself time and again during major events such as the G20 Summit in Pittsburgh in 2009 and large-scale emergencies such as the major snowstorms that hit the East Coast in February."

Brenda Orth, Chief Information Officer, Commonwealth of Pennsylvania

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OPEN GOVERNMENT INITIATIVES

MINNESOTA: "What's in My Neighborhood?" Website Redesign Project

In 2009, the Minnesota Pollution Control Agency (MPCA) launched a redesigned and vastly expanded "What's in My Neighborhood" (WIMN) website, a portal to all to the regulatory environmental activity in the state. The WIMN site represents a huge advance in transparency about the environment in Minnesota, putting environmental information into the hands of local people so they can learn and act locally. This project significantly advances the MPCA toward achieving its strategic objective of providing access to usable data. This project also freed up resources at the MPCA to do other work.

Citizens, businesses, environmental organizations, local governments, and others are able to directly access information about air, water and waste permits on more than 150,000 facilities all over the state of Minnesota. Users can search using an easy-to-use map interface or a text-based interface and find out information about all of the permits, projects, and registrations at a site, along with inspections, enforcement activities, MPCA contacts, and links to related information. If a user doesn't know what environmental issues are in the neighborhood, he/she can do a radius search just to see what sites might be nearby and the environmental status for those sites. Users also have multiple ways to download raw data.

The WIMN site also enables input from anyone. A feedback form allows users to suggest changes to the location of a site on the map, or provide other information about a site. This helps the MPCA achieve even greater data quality. Training videos for the website are posted on YouTube and embedded into MPCA's help page. The site may be accessed at www.pca.state.mn.us/wimn.

"Governments are facing a tremendous, growing demand from citizens for transparency and easier access to government services. The Minnesota Pollution Control Agency's cutting edge work has not only met those demands, but it has also raised the bar on how we can use technology to engage with citizens."

Gopal Khanna, Chief Information Officer, State of Minnesota

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RISK MANAGEMENT INITIATIVES

MICHIGAN: The Government Cloud Protection Program: Disaster Recovery Services Transformed for the Perfect Storm

Michigan has consolidated data centers, information, and telecommunications into a significant "government cloud" that supports all essential functions of the state. These enhancements have saved hundreds of millions of dollars, but risks have increased, creating the potential of a "perfect storm" to disrupt critical business operations. The Government Cloud Protection Program addresses both traditional and emerging risks in a comprehensive and holistic manner. This program sets a new standard for ensuring that end-to-end government technology is reliable despite unprecedented change.

From the events of 9/11/2001 to the 2003 power blackout of the Northeast, from ice storms in 2008 to the 195,580 daily email and spam attempts in 2009, Michigan is bombarded by a wide variety of threats to operational stability. As technology solutions became more vital to achieve business results, Michigan's corresponding state of readiness grew to meet these expectations. From 13 terabytes of storage in 2001 to 4.4 petabytes and "storage as a service" in 2010, the state's data has expanded at exponential rates. Other challenges include regulatory requirements for applications, email, and electronic records. On top of that, the state faces cable cuts, hardware failures, network changes, computer viruses, and hackers seeking financial gain. In addition, Michigan has seen historic budget shortfalls over the past decade. This created another "storm" to traverse in safeguarding mission critical data and functions.

As a result, Michigan developed policies, procedures and strategies to address risks inherent with consolidation opportunities. This program enabled upgrading the monitoring and management of essential business functions, establishing disaster recovery plans for the protection of critical information in our government cloud. Despite revenue cuts, the state significantly improved risk management.

The solution has the potential to be a national model for the reduction of risks associated with consolidation, shared services and managing cloud computing environments. The processes and practices Michigan established create new opportunities to reach local partners, address emerging federal cloud computing requirements and offer important risk reduction to complex enterprise technology architectures.

"Michigan has proactively taken steps to ensure that critical and essential government functions continue in the event of an emergency. This project has enhanced public safety while saving millions of dollars, and can be a national model for reducing the risks associated with information technology consolidation and shared services."

Governor Jennifer M. Granholm, State of Michigan

FINALISTS

NASCIO Recognition Award Finalists for 2010 include:

Cross-Boundary Collaboration and Partnerships
Michigan: Public Safety Communications System
New York: The Psychiatric Services & Clinical Knowledge Enhancement System (PSYCKES)

Data, Information and Knowledge Management
Michigan: K-20 Improvement Project
New York: Smart 2010

Digital Government: Government to Business
California: Leafy Green Inspection Tracking System
Colorado: Oil and Gas Permitting eForm
West Virginia: Division of Motor Vehicles Electronic Skills Testing Commercial Driver's Licensing Testing

Digital Government: Government to Citizen
Massachusetts: Health Connector - MAHealthconnector.org
Michigan: Helping Hand Portal

Digital Government: Government to Government
California: Water Information System (WINS): Improving the Efficiency and Transparency of Water Billing
North Carolina: Window of Information on Student Education: Wave Three

Enterprise IT Management Initiatives
Michigan: Business One-Stop
Tennessee: The Virtual State of Tennessee

Improving State Operations
Florida: MyFloridaMarketPlace
Michigan: Michigan Bridges

Information Communications Technology Innovations
Colorado: Ahead of Its Time: The Colorado Statewide Digital Trunked Radio System
New York: 511NY
Virginia: Virginia Interoperability Picture for Emergency Response (VIPER)

Open Government Initiatives
Colorado: Online Transparency Initiatives
Kentucky: Open Door Website
North Carolina: State Board of Elections Voter Portal

Risk Management Initiatives
North Carolina: Protecting, Securing and Making NC Voter Data Available
West Virginia: Cyber Security Program

For more information on the finalists and all nominated initiatives, visit www.nascio.org/awards.

PHOTO IDENTIFICATION

Cross-Boundary Collaboration and Partnerships

ARKANSAS: Universal Financial Aid Management System
Seated:Tara Smith, Dr. Jim Purcell
Second row, left to right: Phil Axelroth, Kassandra Mize, Elyse Price, Janet Grard, Lisa Smith, June Morgan, Wendy McCullar
Back Row, left to right: Harold Criswell, Forest Boles, Daniel Pollock, Phil Billingsley, Bob Sanders

Data, Information and Knowledge Management

PENNSYLVANIA: Child Support Portal
Left to right: Amy Wasko, Ed Heston, Teresa Shuchart, Eric Cole, Jody Pender

Digital Government: Government to Business (G to B)

NEVADA: Department of Motor Vehicles' Vehicle Information Database
Front row, left to right: Estrella Coulter, Louise Roberts, Arun Kumaran
Back row, left to right: Prashanth Vankalapati, Praveen Madhusudhanan, Asit Kumar, Nancy Linna, Leonardo Castano Duque, Lloyd Nelson, Edgar Roberts, Director

Digital Government: Government to Citizen (G to C)

CALIFORNIA: C-IV: Providing Californians Accurate and Efficient Access to Health and Social Service Benefits
Front row, left to right: Jerry Nielson, Karen Rapponotti, Sejla Begic, Jason Horton
Middle row, left to right: Lawrence Chiu, Milind Nirgun, Sam Peterson
Back row, left to right: Matt Gross, Ben Mackin

Digital Government: Government to Government (G to G)

VIRGINIA: Laboratory Information Management System (LIMS)
Left to right: Melody Morton, Tasneem Hyder, Willie Andrews, Sam Martin, Kim Turner, Dennis Nettesheim, Tony Williams, Linda Hines, Vickie Tyson, Maurion Edwards, Ed Shaw, Mazhar Abbas, Dr. Jim Pearson

Enterprise IT Management Initiatives

UTAH: Creating Utah's Cloud Infrastructure
Left to right: Stuart Roundy, Joe Tripp, Chris Kunde, Darrus McBride, James Kammeyer, Jonathan Foster, Devin Calcut, Terry Forsgren, Richard Madsen, Tim Cornia, Jim Matsumura, LaRon Taggart, Aaron Jeter, Adam Sorenson, Greg Jackson

Improving State Operations

ILLINOIS: Data Center Server Consolidation and Virtualization Project
Pictured: Members of the Server Consolidation & Virtualization Team, Bureau of Communication & Computer Services, Central Management Services, State of Illinois

Information Communications Technology (ICT) Innovations

PENNSYLVANIA: STARNet
Seated, left to right: Holly Caudill, Robert Dowell, Hector Lara, Debra Eagle
Standing, left to right: Bob Barnham, Aaron Badowski, Adam Repsher, Jim Morey, John Skudalski, Leo Keenan, Clint Heiser, Franklin Moore, Bob Lesniewski, Teresa Nelson, Alan Abt, Charlie Brennan, Jim Parcels, Jack Seefeldt, Brad Bomer, Dave Forster, Shameka Gooding, Greg Steckel, Mark Wrightstone, Steve Kuller, Keith Leto, Jesse Henry, Michael Snyder

Open Government Initiatives

MINNESOTA: "What's in My Neighborhood?" Website Redesign Project
Left to right: Tad Schindler, David Fawcett, Greg Siems, Karin Erickson, Reid Gagle, Sherry Liu, Leslie Goldsmith, Sara Mueller, Jason Ewert
Not pictured: Myrna Halbach, Joan deMeurisse, Rick Newquist

Risk Management Initiatives

MICHIGAN: The Government Cloud Protection Program: Disaster Recovery Services Transformed for the Perfect Storm
Front row, left to right: Donald E. Hertzske, Carol Steele Sherman, David Borzenski
Second row, left to right: Jason Nairn (Sponsor), Stacey Nieto, Matt Caterino, Stephen M. Doerr, Jim Kanya, Daniel J. Lohrmann (Sponsor)
Not pictured: Jon Anderson and John Patterson

2010 NASCIO AWARDS COMMITTEE

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