

# GOVERNMENT TECHNOLOGY®

VOL 22 ISSUE 05

SOLUTIONS FOR STATE AND LOCAL GOVERNMENT IN THE INFORMATION AGE

MAY 2009

A PUBLICATION OF eS&L PUBLIC

## inside:

High Profile:  
Federal CIO draws  
more attention to  
government IT

Paper Cut:  
Illinois town replaces  
paper notices



ESRI FOUNDER  
**JACK DANGERMOND**

# JACK'S WE INTERVIEW A GIS LEGEND

# WORLD



PAGE 14



A photograph of a crowd of photographers with cameras and flashes, creating a bright, busy scene. In the foreground, a hand is raised, with fingers spread, as if signaling or gesturing. The background is filled with people holding cameras, some with flashes popping, creating a sense of a high-profile event or press conference.

**NIC's  
government  
partners  
spend a lot  
of time  
in the  
limelight.**

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its 2008  
Award-Winning  
eGovernment  
Partners**

Nineteen of our partners were singled out for eGovernment excellence in several independent competitions and surveys last year. These honored Web sites and online services were provided at no upfront cost to states or their taxpayers, thanks to NIC's unique self-funded eGovernment solution.

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- 1 – Virginia
- 2 – Maine
- 5 – Alabama & Rhode Island
- Finalist – Arkansas
- Finalist – Colorado
- Finalist – Nebraska
- Special award: West Virginia Education Portal

**Digital Government Achievement Awards**

- Government-to-Business
- Montana Department of Justice gambling control suite of services

Government-to-Citizen

- Idaho PayPort
- Nebraska DMV driver license reinstatements

Government-to-Government

- Kentucky No Pass/No Drive driver license status system for students
- Honorable mention: Maine motor vehicle municipal data transfer system

**Digital Education Achievement Awards**

- Community (Tighter Bonds) Category
- West Virginia Education Portal

Accountability (School Performance) Category  
Utah Educator Services Suite

**Brookings Institution eGovernment Survey**

- 6 – Maine
- 7 – Kentucky
- 8 – Alabama
- 9 – Indiana
- 10 – Tennessee
- 12 – Colorado
- 13 – Arizona
- 14 – Arkansas

**Digital States Survey**

- 1 – Utah
- 3 – Virginia
- 4 – Arizona
- 7 – Kentucky
- 10 – Tennessee
- 11 – Kansas
- 12 – Arkansas
- 14 – Maine

**NECC Excellence Awards**

Innovation in protecting the privacy & integrity of citizen information:  
Arkansas.gov portal and payment processing system

Innovation in the use of social networking to enhance citizen involvement in government:  
Governor's Web site – Arkansas.gov

Innovation in the use of the Web in government management practices:

- Rhode Island liquor labeling
- HireME online state job applications (honorable mention)

**CIO Magazine's CIO 100**

Alabama.gov

**Govmarks Awards**

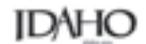
- Best Overall Marketing Program – Utah Online State Construction Registry
- Best State & Local Marketing Program – Utah Online State Construction Registry

**Palmetto Pillar Award**

- Greatness in Technology in Government – SC.gov

**NASCIO Awards**

- Government to Business finalist: Hawaii Compliance Express
- Government to Business finalist: Oklahoma State Treasurer's electronic trading system





**COVER STORY**

## Jack's World

*Government Technology's* exclusive interview with ESRI founder and GIS legend Jack Dangermond.

**BY** CHAD VANDER VEEN



# 14

## 20 Smart Money

Funding changes would make stimulus dollars stretch further, CIOs say.

**BY** STEVE TOWNS



The inside pages of this publication are printed on 80 percent de-inked recycled fiber.

contENTS



There's a lot more here than you think.

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# departments

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**28 You've Got Zumbox**  
New Lenox, Ill., hopes to cut paper, printing and postage costs by sending government communications via 'Zumbox' accounts.

**30 Easy Street**  
Oregon Public Employees Retirement System integrates new software to make address verification a breeze.

**34 Phoning in the Savings**  
Wayne Township, N.J., saved more than \$52,000 annually by consolidating its phone and Internet services.

**38 Green Light District**  
Federal stimulus will fund updated traffic-monitoring software for St. Cloud, Minn.

**40 Foreclosure Hunting**  
Local governments use GIS to track and purchase foreclosed homes, which they will turn into low-income housing.

**44 Leaving the Engine Room Behind**  
Vivek Kundra's appointment as federal CIO marks a new era in the government IT executive's role.

**46 Stimulus Plan Details Needed**  
Economic stimulus plan will boost technology deployments in city and county governments — but CIOs must know the rules.



# news

**9 On the Scene**  
GT editors report from the road.

**10 Big Picture**

# columns

**8 Point of View**  
Digging a Hole

**12 Four Questions for ...**  
Claire Bailey, chief technology officer, Arkansas

**50 signal:noise**  
About-Face(book)

## next month:

### Bright Idea

President Barack Obama's economic stimulus package includes \$8 billion for what could be called the ultimate legacy replacement: adding digital intelligence to the nation's electrical power grid. Proponents say "smart grid" projects will save energy, reduce costs and boost reliability. In June, we'll look at how these efforts could impact state and local governments.

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# Digging a Hole

I'm sick of hearing about "shovel-ready" projects, and I bet I'm not the only one. It's unclear who exactly ordained it the catch phrase of the \$787 billion stimulus package — I'm thinking three guys in pinstripe suits, wearing shiny yellow hardhats, digging ceremonial holes on barren ground — but it needs to go away now. Shovel-ready is worn out already, and more importantly it's shorting the impact technology can have on the economy.

Yes, asphalt on highways and newly built government headquarters will generate jobs in construction and engineering. If you're a believer in statistics, the Associated General Contractors of America estimates the stimulus will save or create 2 million construction jobs.

of small businesses. Perhaps I'm drinking the Kool-Aid — and I'm not an economist — but this just seems like good sense.

Sadly "shovel-ready" appears to have picked up an inordinate amount of momentum from those who argue that it's the best way to stimulate jobs. TV has latched onto the phrase as if the Nielsen ratings depend on it. So how do those who care about technology turn the table?

**Preach patience.** The first funding window for broadband projects started in April, and there will be more opportunities for money through mid-2010. The same lag time holds true for high-speed rail, electronic health records and green technology. These projects might not be built out until

## Paving a road won't have much trickle-down effect in the long run.

But there's always the risk those jobs won't last. Because paving a road won't have much trickle-down effect in the long run: It won't spur the public to buy more American-made cars, which won't help bail out General Motors and Ford, or the thousands of companies that manufacture auto parts for them.

Contrast that with the potential double-whammy from the nearly \$8 billion dedicated for building broadband. First, laying fiber is a construction project in itself, so that means jobs right away. But more importantly, it holds the promise of a long-term economic payoff by attracting companies to out-of-the-way towns; it's also a driver for the creation

2015. Most of the public doesn't realize this. Someone must tell them.

**Simplify details.** I recommend reading the stimulus bill if you're having trouble sleeping — it's 1,000 pages full of lawyerly language and incomprehensible references like "section 611(d)(3)(B)(iii)." In comparison, **Recovery.gov** offers a few vague pie charts and bar graphs. The trouble is nobody has managed yet to find the middle ground. Tell the public how many miles of high-speed rail and broadband will be built, and they'll be willing to wait.

Then the shovel can go back in the tool shed. 

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Here are the 10 most popular stories on Govtech.com from Feb. 27, 2009 to March 29, 2009.

## Microsoft Hosts Government CIOs

**REDMOND, WASH.** — At the Microsoft U.S. Public Sector CIO Summit in March, company executives, including **CEO Steve Ballmer**, were on hand to explain how the software giant could help agencies grapple with the American Recovery and Reinvestment Act (ARRA). Teresa Carlson, vice president of U.S. federal government business, said Microsoft is counting on its Elevate America program to aid in retraining

workers in technology so they can compete for some of the jobs ARRA is designed to create.

In addition to stimulus chatter, customer relationship management, business intelligence and unified communications were thoroughly discussed. But it was cloud computing that seemed on the mind of Microsoft executives and government attendees. The cloud conversation reached its peak during Ballmer's speech when he announced all Microsoft products would one day be available in the cloud.

Other highlights included how Microsoft's HealthVault might play a role in health IT spending and a rousing demonstration of Microsoft Surface and Silverlight technology.

— CHAD VANDER VEEN, ASSOCIATE EDITOR



## Cal/EPA: In a Green Frame of Mind

**SACRAMENTO, CALIF.** — **Linda Adams**, secretary for environmental protection of the California Environmental Protection Agency (Cal/EPA), was a speaker at the Green California Summit and Exposition in March. She spoke of increasing green development during tough economic times.



"'Green' is a much-used term these days," Adams said. "It's a frame of mind."

She said California is the first state to actively engage the United Nations on the topic of sustainability, and the state's goal is to reduce its greenhouse gas emissions to 1990 levels by 2020.

Adams also said the Cal/EPA headquarters building is the greenest high-rise in the West, earning it a Leadership in Energy and Environmental Design (LEED) Platinum certification — the highest LEED



CAL/EPA HEADQUARTERS

rating. The 950,000-square-foot, 25-story building features 736 photovoltaic panels on the low-rise roofs that can produce up to 55,180 kilowatt-hours of solar energy, low-flow toilets and high-efficiency/low-mercury lighting tubes, among many environmentally friendly elements.

— ELAINE RUNDLE, STAFF WRITER

- 1 **2009 Doers, Dreamers and Drivers** *Government Technology* presents its annual salute to public-sector innovators. [www.govtech.com/gt/624096](http://www.govtech.com/gt/624096)
- 2 **Site Reveals Salaries of New York State Employees** Conservative think tank launches Web site with comprehensive state financial data. [www.govtech.com/gt/383701](http://www.govtech.com/gt/383701)
- 3 **Vivek Kundra Named Federal CIO** Washington, D.C., former CTO Vivek Kundra takes newly created federal CIO post. [www.govtech.com/gt/625310](http://www.govtech.com/gt/625310)
- 4 **Open Source — Is It Free?** Number of open source tools expands, but there are still costs involved. [www.govtech.com/gt/625338](http://www.govtech.com/gt/625338)
- 5 **Stimulus Bill Resources for States and Locals** Everything you want to know about the American Recovery and Reinvestment Act. [www.govtech.com/gt/624301](http://www.govtech.com/gt/624301)
- 6 **Top 10 Secrets of Earned Value Management** A principles-oriented methodology for planning and executing projects. [www.govtech.com/gt/393091](http://www.govtech.com/gt/393091)
- 7 **Alabama's New "Where's My Refund?" Online Service** Site allows Alabamans to check status of state tax refunds. [www.govtech.com/gt/90240](http://www.govtech.com/gt/90240)
- 8 **Enterprise Architecture Demystified** What is enterprise architecture and who is it intended to benefit? [www.govtech.com/gt/418008](http://www.govtech.com/gt/418008)
- 9 **Reports: FBI Raids Washington, D.C., Office of the Chief Technology Officer** FBI arrests one OCTO staff member in ongoing bribery investigation. [www.govtech.com/gt/626327](http://www.govtech.com/gt/626327)
- 10 **Federal CIO Vivek Kundra Back to Work** Vivek Kundra returns to work after a four-day leave of absence. [www.govtech.com/gt/627373](http://www.govtech.com/gt/627373)

# big picture



PHOTO COURTESY OF FIRE.GOV



## Firestorm

When a structure burns, factors like hallways, windows and room size can create unpredictable ventilation and wind conditions that can trap occupants and make firefighting more difficult. Last year, the National Institute of Standards and Technology and the New York City Fire Department experimented with **positive pressure ventilation**, a process using portable fans to direct a fire's heat and ventilation through a desired point. When heat and smoke controllably exit a structure, the rescue and suppression teams are more effective. In this image, fire is forced out of an upper window to help prevent or delay structural collapse.



# Four Questions

for Claire Bailey

CHIEF TECHNOLOGY OFFICER, ARKANSAS

PHOTO BY KELLY QUINN



UNDER CHIEF TECHNOLOGY OFFICER **CLAIRE BAILEY'S** LEADERSHIP, ARKANSAS HAS PROGRESSED TOWARD INTEROPERABILITY BY IMPLEMENTING ITS ARKANSAS WIRELESS INFORMATION NETWORK (AWIN). THIS 700/800 MHZ RADIO SYSTEM ELIMINATED SOME OF THE STOVEPIPIPES THAT EXISTED BETWEEN PUBLIC SAFETY AGENCIES AND JURISDICTIONS.

## 1 What broke Arkansas out of the stovepipe scenario?

When you get a group of people together, there's always going to be a lot of ways to approach projects, ideas or implementations.

I've been in technology for a very long time, and we've had the most success in any effort that we've done when we've listened to the people who carry the radios. Personally, as a computer-science person, I've never walked into a burning building in a fireman's role and the radio either worked or failed.

## 2 How do you get all of the public safety stakeholders to the table?

We had [project managers] nominated from the local leadership, and that, to me, was the strength of how we moved forward. We also engaged an independent quality assurance group that doesn't work for the state. We did a request for proposal to find [a vendor] that specifically engineered radio systems across the nation.

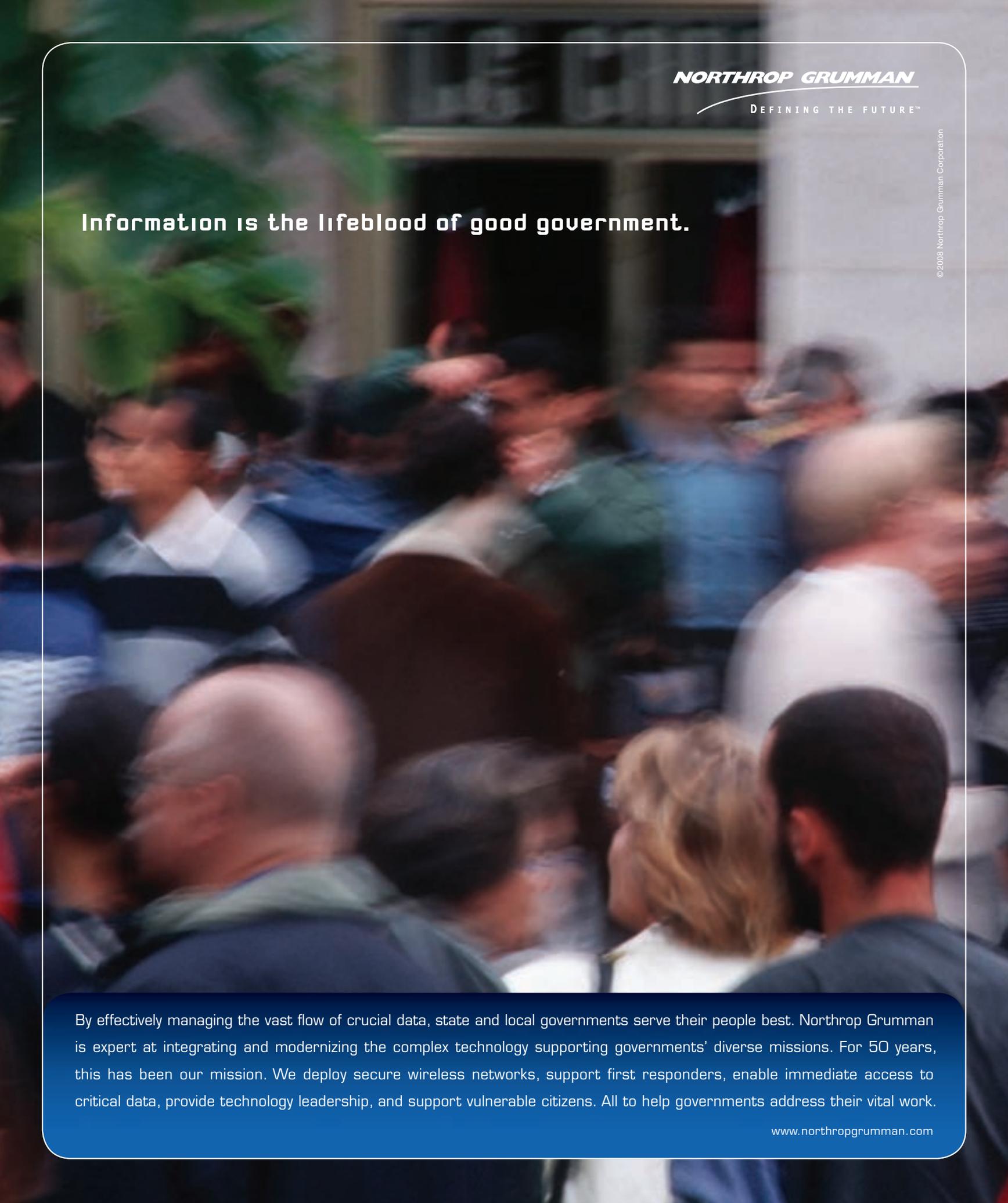
## 3 In terms of deployment, has anything surprised you or have you come across any obstacles you've had to sidestep?

When we looked inside a squad car or emergency management vehicle, they are carrying all kinds of loads on batteries, due to devices and things that have to remain charged. It's fine while the vehicle is running, but when you turned off your car, the battery was discharging. So there was a very small hiccup that we were able to isolate. The overall drain on the battery was causing an issue. The phased implementation helped. It allowed us to ensure that our deployments were on track and that we were hitting and testing the right components.

## 4 How do you measure return on investment for projects like this?

When you ask, "What would I have spent versus what did I spend by upgrading the existing infrastructure?" We saved millions of dollars by building upon existing infrastructure and bringing people into that common environment. We also worked very hard to segment maintenance and operations so that we do not charge a user fee. [GT](#)

BY **JIM MCKAY**  
JUSTICE AND PUBLIC SAFETY EDITOR



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BY CHAD VANDER VEEN ASSOCIATE EDITOR

# WWW JACK'S WORLD



*Government Technology's* exclusive interview with ESRI founder and GIS legend Jack Dangermond.

**Bill Gates, Warren Buffett, Michael Jordan and Bill Clinton** — what do they have in common? They're all synonymous with the field in which they worked. When you think of Jack Dangermond, you think about GIS.

Lanky, bespectacled and a touch harried, Dangermond doesn't cut the figure of an industry titan. He exudes the air of a man who was determined to follow his dream, as well as someone who is still slightly astounded by the success he has attained. Dangermond, above all else, is passionate about GIS.

In this rare interview, he sat down with *Government Technology* to detail ESRI's growing Web presence and chart the company's future. He also explained FedStat, a proposed stimulus dollar-tracking solution based on a program initiated by Maryland Gov. Martin O'Malley called StateStat; itself an evolution of New York City's legendary CompStat, a system of allocating police resources based on spatial data. In addition to stimulus spending and tracking, Dangermond explained the important role GIS will play in infrastructure, smart roads, energy, cloud computing and more. >>



PHOTOS BY ED CARREÓN PHOTOGRAPHY



**Q** What exactly is FedStat and how might it pair with Obama's initiatives?

**A** A couple years ago, Maryland elected a new governor, Martin O'Malley. He used to be the mayor of Baltimore. In Baltimore, he used our tools to build CitiStat, a set of tools and procedures that allowed him to see everything that was going on in the city — the status of things, where the issues were and also how his people were working on these issues. He also set up systems to do performance measurement on how they were able to change the status of things through government expenditures. This rational, open, transparent system made the city better as a result of using GIS tools, and it managed the city in such a way that people were held accountable for their actions in a public-policy environment.

When he became governor, he contacted us and we re-engaged with Maryland in an interesting way. We began to take his same concepts of accountability of CitiStat and expand it to StateStat and BayStat, for the whole Chesapeake Bay, so that he could rationally understand where the issues were — in the case of Chesapeake Bay, where to put money to clean up the water, measure the effect of his expenditures and do the same thing in highways and all government expenditures. When [President Barack Obama] was elected, he looked at Maryland and thought, "Can we take this same vision to the federal level?" So we began to prototype and play with the vision of FedStat. The examples we've been looking at give some of the early prototype evidence of how to take government expenditures — first stimulus funding and later all government funding — and visualize where the money is going and hold the people who are spending that money more accountable with performance measurement.

It's a whole new frontier for GIS. It's taking the power of spatial visualization and analytics, and opening government up so legislatures, administrators and virtually everyone can see, understand and openly direct government into the future. It's probably one of the most exciting applications I've ever had the oppor-



**FedStat** is ESRI's prototype solution to the question on everyone's mind — how to track stimulus dollars? FedStat uses spatial data to track where money is spent within a state and show where states spend money beyond their borders. Based on the StateStat system ESRI devised in partnership with Maryland Gov. Martin O'Malley, FedStat could usher in real government transparency and do so in a visually stunning way.

tunity to support. I think it will change the way we look at ourselves and the way we run our democracy. It's almost like another step in the evolution of democracy itself.

**Q** How can GIS technology be used to track stimulus money and make government more transparent?

**A** The first wave of real benefit from computing happened in the financial world. The geo-referencing of financial transactions merely means putting those records into space, and that means dots on a map — like this project is going to involve this much money, is behind schedule or over budget. But GIS is much more interesting than just dots on maps. It's areas, lines and all the interactions of these different things in the economy. GIS is fundamentally an information system, and it's about spatial and geographic stuff. Events — like expenditures or where people live, or project construction

and where money is spent — are just as valid as forests, water and other things that GIS has traditionally handled.

**Q** Where do you see your company or GIS in general fitting in with smart grids and intelligent transportation? How can we actually use GIS to make a tangible improvement in the way we travel?

**A** I see GIS as a foundation platform for smart grid and intelligent networks, like highway or bus networks. It's the information system that really supports all the optimization, tuning and energy-saving applications that are envisioned by the smart grid. GIS has much to contribute in the energy world. Traditionally it's been about things like asset management, facility management — where are the pipes, wires and poles ... and

sequencing them into a workflow and work-management system. People are beginning to use GIS for other dimensions. Like where can we locate solar? Where can we locate wind farms? How do we get wind through a master grid from the Great Plains into the consumer world?

**Q** I think that's really interesting because we recently did a story about a solar map application in San Francisco. I think that's a great example — it's not super complicated, but it's very effective.

**A** You use GIS the same way you do for suitability mapping. Many factors

determine where you should locate a solar panel — they deal with the solar radiation coming from the sun, the amount of cloud-cover days or absence thereof, land-use conflicts and location relative to the consumer. You put these together and you can make a beautiful map showing where you should locate solar. That, of course, has to be mitigated against things like environmental consequences, but it's a perfect application and the same thing applies to wind. Where are the windy areas and how do we connect them to the grid?

**Q** Do quasi-GIS applications, like Google Earth and Microsoft Virtual Earth, hinder professional GIS or do they open up opportunities to advance it?

**A** Google Earth and Virtual Earth are designed to provide large amounts of image and maplike content to the public. The public loves this, as they love traditional Rand McNally street atlases or map-guide applications. We have been working closely with both of those companies to integrate our tools with theirs. That means that our professional GIS systems can author knowledge and serve it using a GIS server onto the Web, and they can be overlaid in simple-to-use visualization environments like Google and Microsoft have provided.

I'd like to also say that these are not really GIS. They are fantastic visualization and content-delivery machines. We see them as very much complementary. Frankly they have done enormous good for our field, like pointing out the value of geospatial visualization. The next thing people really want to do is ask more intelligent questions. That requires a more intelligent data structure. The integra-

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tion in an analytic environment of many types of geographic data — those [Google Earth and Virtual Earth] platforms are not designed for that. What is designed for that are GIS servers. We now have about 40,000 of these servers that are running in the open Web. I like to call this “Web GIS,” and it’s a similar architecture in the sense that it’s server-centric and serves out freely to thousands, tens of thousands, hundreds of thousands, millions of people views, page views or intelligent views of geographic data.

**Jack Dangermond**

and his wife Laura founded Environmental Systems Research Institute — or ESRI — in 1969. After earning a master’s degree in environmental science and landscape architecture, Dangermond returned to his Redlands, Calif., home to start a company he hoped would improve the environment. Today, ESRI employs nearly 2,500 people and serves more than 1 million customers worldwide.



Rich, interactive mapping applications, like **Solarboston.org**, let ordinary Web users investigate active renewable-energy installations and calculate potential rooftop photovoltaic capacity of city structures.

An example is Los Angeles, which has a large server farm. They serve out all the land-parcel information for anyone in the county. They get thousands of hits an hour from people who want to look at property boundaries, title information and records that the county keeps about their property. It’s one of hundreds of local governments that make their information available to citizens in much the same way and with much the same philosophy as Obama is suggesting happen at the federal government.

**Q** How can a government agency overcome organizational and cultural barriers to GIS and get those functions to work across the board?

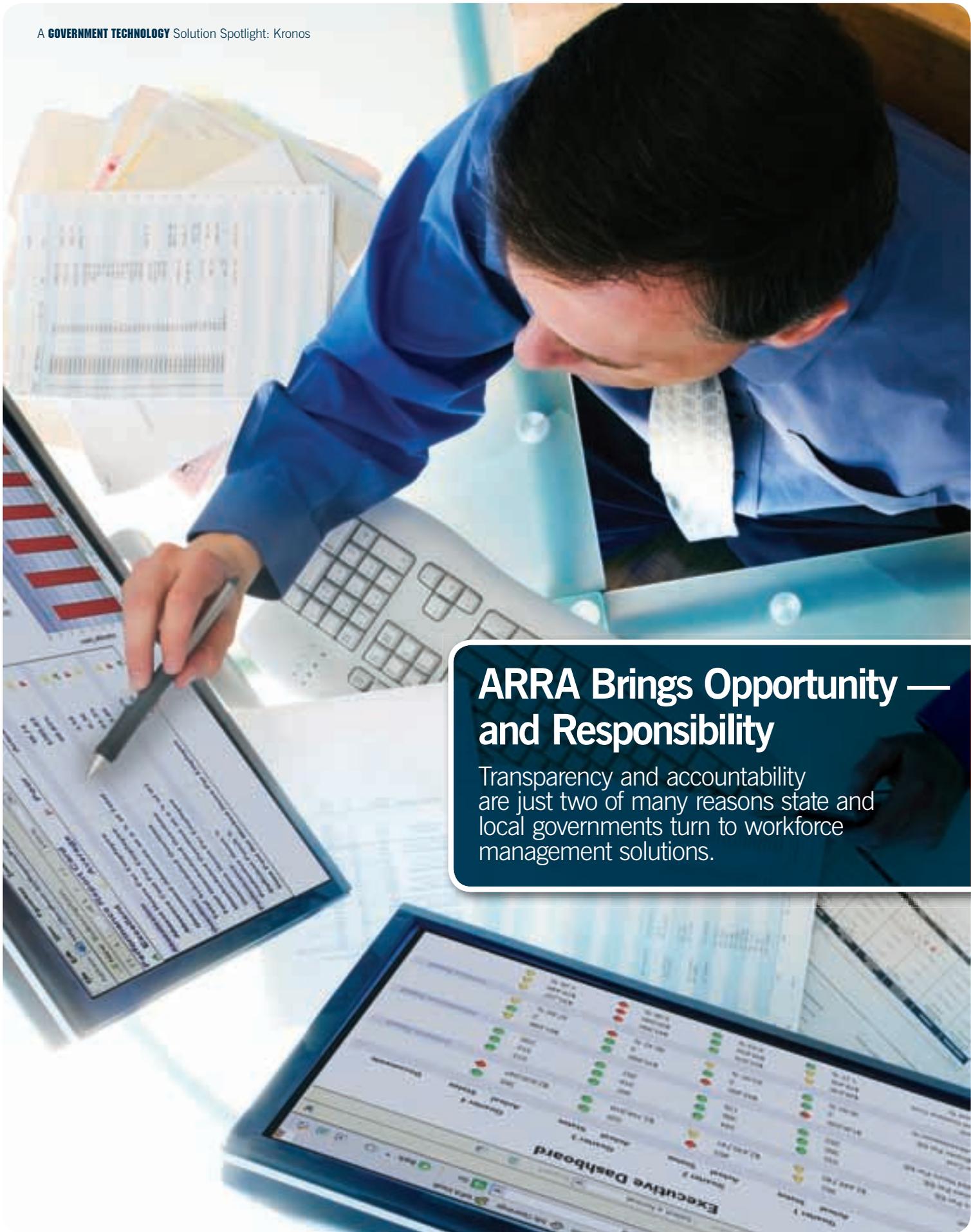
**A** True GIS servers, which are available now, take all the business logic out of the desktop and put it into a server that can be served out to browsers or mobile devices that virtually anyone can use. This is the architecture of things like Google Earth or Microsoft Virtual Earth — a server-centric model with intuitive, easy-to-use clients. The GIS world has that now and it’s deploying it in thousands of services. Some of these services are focused with a fixed application, like a building-permit application or looking at conservation sites around the world.

**Q** What does ESRI’s future look like as far as living on the Web?

**A** We have a philosophy called “software plus services,” copying Microsoft’s model. We are a software company — that’s where most of our revenue has traditionally come — but we have increasingly been including Web services inside of our box, so to speak. If you buy a copy of ArcGIS, it includes millions of dollars of content services that are free to the users — basemaps, images and demographic data.

We’ve also announced that we will provide Virtual Earth Web pages to all our users. We call this system ArcGIS Online. We also have partners like Microsoft, DigitalGlobe, GeoEye and a few others whose subscription to content you can purchase and use in your own GIS. So the way we see GIS emerging is on the Web.

We build desktop tools, which author maps, data, analytic models and metadata, and then we build server products where people can drag and drop their content or knowledge onto these services and serve them out to their customers or the public.



## ARRA Brings Opportunity — and Responsibility

Transparency and accountability are just two of many reasons state and local governments turn to workforce management solutions.

**T**HE AMERICAN Recovery and Reinvestment Act (ARRA) of 2009 will present great opportunities to state and local governments. It also will bring tremendous responsibilities. While ARRA will provide economic stimulus to create jobs and aid financial recovery, it also will require unprecedented levels of transparency, oversight, and accountability as to how government agencies spend the funds.

State and local governments – and educational institutions – will need a higher level of information tracking and reporting. But how will organizations respond? How quickly? How can they track new workers and efficiently report – with the appropriate level of detail – how funds are being spent? These are key questions that must be answered.

Because of this urgent new challenge, state and local governments need a comprehensive workforce management system that helps control labor costs and minimize compliance risks while improving transparency and accountability.

Kronos has been providing these kinds of solutions to government organizations for years. Working with Kronos, government agencies have found a solution that's completely automated, centralized, and dependable. It's less expensive than other methods and can be deployed quickly. The solution provides high-quality information, improves workforce productivity, and brings substantial cost savings.

Centralized control and automation greatly reduce administrative time. And the Kronos solution helps ensure that workers are not over-allocated to a certain project, are paid correctly, and are granted accurate leave and vacation time. Kronos also helps managers plan for future staffing levels, overtime, and other workforce issues. By streamlining processes in workforce timekeeping and reporting, Kronos helps an organization focus on its core mission. And it can be a critical enabler in tracking and reporting how ARRA funds are spent.

### **A Good Fit**

More than 40 percent of state and local operational budgets pertain to labor costs. And with ARRA creating or saving more than 3.5 million jobs over the next two years, new employees will be added throughout government agencies and contracting organizations.

Kronos helps track new workers, controlling labor costs and numerous other key areas that are critical to ARRA success for state and local governments. These include reporting on time and effort related to grants, having detailed visibility and control of the workforce, and providing transparency and accountability.

Prior to ARRA's passage, state CIOs polled by the National Association of State Chief Information Officers had already named their priorities for 2009. Many of those priorities touched on the same issues raised by ARRA. These include consolidation and centralization of technology, controlling costs, meeting budget goals, and improving transparency. Meeting these goals will be much easier with a solid workforce management tool.

Kronos also is popular with educational institutions. That's because as much as 80 percent of operational budgets for K-12 and higher education are tied to labor. Education needs the same assurances as state and local governments that funds are being spent properly, and labor is a big part of that.

The strength of the Kronos system is its focus on automation and centralization. Complete automation eliminates paper and manual work, and speeds processes. It aids compliance with union contracts, and with laws such as the Fair Labor Standards Act and the Family and Medical Leave Act. Centralization puts the data in one place, where it can be easily viewed, analyzed, and reported.

### **Four Key ARRA Challenges**

State and local governments must use and track ARRA funds wisely. Following are four crucial concerns:

#### **Track New Workers and Control Labor Costs:**

Governments need to control costs, and labor significantly contributes to those costs. Kronos can accurately track and report on employees, giving a complete view of what the workforce is doing. It helps manage overtime, reduce over-scheduling, and comply with rules and regulations.

#### **Increase Transparency and Accountability:**

President Barack Obama has assured the American people that ARRA spending will be transparent to taxpayers. Governments must make wise spending decisions. Spending must be done thoughtfully and monitored carefully. A completely automated system is beneficial to delivering on government promises related to the workforce.

#### **Improve Visibility and Control:**

Government leaders need access to real-time information about the workforce to make good decisions. Accurate, up-to-date data is vital in being flexible and making quick decisions. With Kronos, key ARRA indicators can be tied to a government agency's data. Dashboards can display data, reports, alerts, and other information critical to ARRA success.

#### **Accurately Report on Time and Effort for Grants:**

Economic stimulus grants are an important part of ARRA. It's imperative for governments to track in proper detail the amount of time and effort spent on grant projects. Agencies must be able to account for spending at departmental levels. And they must be able to prove that money is spent appropriately, staff levels are adequate, and ARRA costs are applied to the right accounts. Kronos makes a big difference in all these areas.

## Case Study

### Multiple Benefits

*Kronos gives Orlando an advantage in several key areas.*

Orlando, Fla., is home to more than 200,000 residents. It's also the location of several tourist attractions, including Walt Disney World, SeaWorld, and Universal Studios. More than 30 million tourists pass through Orlando each year.

The city increases its workforce significantly for the summer months. Tracking seasonal employees is one of many special situations Orlando has faced when it comes to managing its workforce. Increased unionization and the need to bill the Federal Emergency Management Agency (FEMA) for hurricane recovery are other issues Orlando deals with that most cities don't have to confront. Kronos has helped Orlando immensely in dealing with all these unique situations.

Managing employees' time and labor information had been difficult in the past. Different departments had different ways of keeping time and delivering timesheets. That made it very difficult to consistently enforce rules and policies. Today the city uses Kronos and has more consistency, compliance, and efficiency.

Payroll is now a much smoother process. Prior to using Kronos, the city had to send timesheets to more than 200 locations for management approvals. It was a time-consuming and error-prone process. With Kronos handling processes electronically, the city has seen numerous benefits. The number of needed payroll adjustments has decreased, staff has been freed up for other tasks, and the payroll department works less overtime.

Following an economic downturn in 2001, a wave of unionization hit Orlando; unionization among the city workforce increased from 40 percent to 90 percent. Kronos made it easy to manage the suddenly more complex workforce landscape. Complete automation made it simple to keep the system aware of contract changes. Since adopting Kronos, the city has seen a decrease in union grievances.

The Orlando area was heavily damaged during the 2004 hurricane season. The city used Kronos to track law enforcement, fire department, public works, and other hours that would be eligible for FEMA reimbursement. Hours were charged to specific projects and the quality of the data led to quick reimbursement by FEMA.



## Case Study

### Success in Silicon Valley

*Automated processes simplify timekeeping and more in Santa Clara County.*

California's Silicon Valley is home to some of the world's leading high-tech companies, many of which are based in Santa Clara County.

The county's residents make up almost 5 percent of California's population, and the county employs nearly 18,000 workers. With such a large workforce, the county had many problems with its paper-driven timekeeping system before adopting Kronos more than 10 years ago.

Manual timesheets made it difficult to track workers among various sites at specific times. The lack of real-time information made it difficult for managers to achieve optimum staffing levels. Kronos solved that problem while also making it easier to manage the workforce in general, comply with union agreements, and increase efficiency.

Kronos was selected for its completely automated processes. It gave the county's managers more time to focus on strategic objectives, since less time was spent chasing down timecards.

Kronos Workforce Timekeeper™ helps enormously with grant reporting. It helps the county match employee time worked with specific grant projects, grant-related tasks, and other unique activities. Having detailed knowledge of the specifics around the work done for these grants enables the county to accurately report on them and receive the proper levels of funding.

Nearly 30 unions represent county employees. Complying with the various union agreements would be extremely difficult for the county if not for Kronos. The system lets the county keep up with the various pay provisions dictated by those contracts.

Kronos helps the county determine staff levels and optimize skill-set combinations in real time. Managers can easily shift resources as needs evolve. The county has been happy with Kronos for more than 10 years and has numerous plans for expanding Kronos services in the future.



## Case Study

### A Proven Solution

*DeKalb County expands Kronos for even more cost savings and efficiency.*

DeKalb County, Ga., has benefited from Kronos workforce management for more than 15 years. So when Kronos introduced its Web-based Workforce Central® suite, the county eagerly expanded its use of Kronos to gain even more advantages than it already enjoyed.

With more than 7,000 employees working in 185 locations, the county had too many different methods for capturing and processing time-related data before adopting Kronos. Now, with Kronos, the county has automated payroll processes, leading to greater efficiency and lower costs.

Prior to Kronos, fire and sheriff's department employees, for example, had to fill out paper timecards. Then their supervisors had to collect, review, and approve them. All the information then had to be keyed into the payroll system. Today's process is faster and more efficient.

Kronos provides more visibility into what's happening with time reporting. The county needed more insight into overtime, for example. Kronos provided that, along with the tools the county needed to control labor costs in real time.

Previously, information was late and sometimes needed correcting. The county struggled to get its payroll work done on time for each pay period. But those days are over. Kronos reduced the number of manual checks necessary and sped the process in numerous other ways too.

Increased visibility, lower costs, and greater efficiency have put the county in a much stronger position to manage its workforce.

## Case Study

### Award-Winning Progress

*Stamford recognized for big savings and streamlined processes.*

Like many cities, Stamford, Conn., has seen impressive results following its implementation of Kronos for workforce management. This city of 117,000 people, 25 miles northeast of New York City, has improved its processes and saved money. It has done so well, in fact, that it received a Best Practices Award from Kronos for fostering rapid acceptance of new technology in a diverse employee population.

Kronos helped the city save more than \$100,000 by eliminating unnecessary overtime payments. Completely automating time and attendance processes eliminated the need to process 100,000 documents involved in paying employees each year. Including processing time and productivity costs, that saves the city an additional \$25,000 annually.

Substitute teachers used to fill out nearly 14,000 paper timecards each year. The city uses no paper timecards at all now. It's easier for the teachers, and paper documents no longer need to be routed for approval. Also, data doesn't have to be keyed into the payroll system by hand.

Before implementing Kronos, the city used mostly manual processes, combined with several partially automated systems. The paper-based processes were fraught with errors and wasted time and effort, and the costs were unreasonable. Worse yet, the previous system didn't provide real-time insight into critical workforce data, such as overtime costs. It ultimately led to overspending. The Kronos system streamlined everything and gave managers the visibility they needed to make better decisions.

The Kronos pay-rules engine calculates and applies the city's specific pay rules automatically. The efficiency of the streamlined, automated system has allowed the city to move human resources and payroll employees to other areas for increased productivity. And that's just one of numerous benefits the city has seen since it started using Kronos.



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For the enterprise, it says that all the different departments can serve out their separate Web services. The police serve out their police files, the water guys do the water, and planners, engineers, and so on. They can be orchestrated into overlaid applications by people who have no more knowledge than JavaScript. They can e-mail those to their friends or send out to other people. Is that a complete replacement of the desktop GIS or client-server GIS? Absolutely not. GIS professionals often have knowledge about how to make maps: They're called cartographers. GIS specialists often have special knowledge about how to make process models, like producing a soil-erosion map or a geologic-interpretive map or model. They can predict land use or look at global climate change and its sources. These are not simple visualization overlays. These are the kinds of things that only people with professional skills, so-called "authoritative source specialists," can do. There's certainly no sense that I have that GIS professionals hoard knowledge. They have been famous for as long as I have known them, for 40 years, in sharing and wanting to share their information with others.

**Q One way people communicate now is through social networking. Is there a role for GIS in that space?**

**A** We're now seeing that these servers can be hosted in a cloud so those agencies that want to take advantage of cloud computing can simply say, "I want to put my data into a server that rests in the cloud, and I don't want to have any of the administration of dealing with that." That's not the full story, because in GIS it's not simply your applications and data. The other big trend we're seeing is standardized basemaps — like Google Maps, Virtual Earth or our own basemaps — become basemaps that other people can use and ingest into their professional GIS. ArcGIS online, for example, has dozens of data sets that are hosted and maintained in the cloud. I can bring them into my own application as if they were on my own machine. So cloud computing is where GIS is going.



Integrated Web mapping applications, like **Maryland's MD iMap site**, provide public access to government performance information and offer a new platform for engaging citizens.

There are three areas where GIS has been supporting the concepts of social networking. The first is the use of it as a tool for things like gang and crime analysis. Seeing this information on maps gives a new dimension to law enforcement and intelligence organizations about what's going on. Second is the consumer area, and we're starting to see the development of little things like [Twitter] "tweets" geospatially referenced and linkages between this twittering going on — seeing that there are special social groups that we can spatialize and understand more effectively. Some of that's just fun, but some of it I think will lead to better understanding of how human beings communicate in groups with respect to the spatial dimension. Third is understanding demographics in societies in such a way that we can analyze the data to make better decisions — where to put hospitals, day-care centers, businesses in geo-demographic settings, and where to do economic development. Spatialization of the way people are interacting has huge potential.

**Q It sounds like we're getting closer, not there yet by any stretch, but toward a real model of convergence. Is that accurate?**

**A** Convergence is an interesting word. I think historically GIS has changed the way people think. It's changing how they reason. That's because GIS introduces the relationships and patterns that you can only see through GIS visualization. Imagine when full GIS capabilities — all the analytics and power — are available to everyone so they could be more thoughtful and considerate about what they're doing to the environment. They can look at the cost of development, government people can understand and reason about all the implications of a particular private-sector or government action before they do it. They can model it, and talk about it, and have that data open and visible so regular citizens can get involved in the conversation and comment on it. That will change the way we operate as a society.

The GIS revolution that's occurring is no little idea. It's not just another kind of IT. It's fundamental to the way people act now and will be that way in the future as it becomes more pervasive, as it becomes embedded in every device and mobile device. It will help guide us where to go. **GT**



Users can create layer packages directly from within ArcGIS Desktop's **ArcMap** application with just one click. **ArcGIS Online** allows users to organize, search and share geographic content on the Web.



# MONEY SMART

**WITH BILLIONS** of stimulus dollars heading for state coffers, CIOs are urging the federal government to loosen funding rules they say promote poor IT system design and inefficient use of precious funds.

Shortly after last November's election, representatives from the National Association of State Chief Information Officers (NASCIO) met with President Barack Obama's transition team about modifying rules for spending money given to states for operating federal health care, transportation, social services and public safety programs. NASCIO contends that cost-allocation guidelines and technology requirements tied to these funds often clash with state data-sharing and enterprise architecture initiatives.

BY STEVE TOWNS EDITOR

**FUNDING  
CHANGES  
WOULD  
MAKE  
STIMULUS  
DOLLARS  
STRETCH  
FURTHER,  
CIOs SAY.**

“Those were good rules 20 years ago because they made sense in a highly distributed computing environment. But today, they perpetuate silos,” said NASCIO President Gopal Khanna, the CIO of Minnesota. “As new funding comes in and IT spending is being planned at the state and local level, my hope is that the federal government would be aware of the reality and not perpetuate the silos. It defeats the whole purpose of enterprise architecture.”

## BIG BUCKS

Before passage of the stimulus package, NASCIO projected that the U.S. government would give states more than \$300 billion in 2009 to administer and deliver federal programs. A big chunk of that money will go toward computer hardware and software that's purchased and maintained by state agencies. But state CIOs say federal accounting rules and restrictions on commingling funds for one program with those for another lead to stand-alone information systems that



“As new funding comes in and IT spending is being planned at the state and local level, my hope is that the federal government would be aware of the reality and not perpetuate the silos.”

Gopal Khanna, president, NASCIO; and CIO, Minnesota

## PUBLIC SAFETY: KEY LAW ENFORCEMENT GRANTS REVIVED

**INCLUDED IN THE** stimulus package is the revival of the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program (Byrne Grants) and the Community Oriented Policing Services (COPS) Grant Program, both of which were eliminated during the previous administration.

Local law enforcement agencies that receive part of the **\$2 billion in Byrne Grants** must decide whether to spend it on planning, evaluation, technology or other programs. **COPS grants (\$1 billion)** can be spent on hiring more officers, training, technology and weapons.

Making the spending decisions difficult and critical is the fact that most local governments have little hope of continued funding after the grant process ends in three years. That makes hiring new officers difficult. “The good news is they are not going to require a local match for some of the officer funding,” said Richard Myers, Colorado Springs police chief.

Investing in new technologies that help police work smarter may be a viable alternative to hiring new officers.

— JIM MCKAY, JUSTICE AND PUBLIC SAFETY EDITOR

can't communicate with one another — even when the systems are used to deliver closely related programs. Furthermore, inconsistent technology requirements built into federal programs frustrate state efforts to create shared services and enterprise IT structures.

With the prospect of even more billions flowing into state governments thanks to the stimulus bill, overhauling federal funding rules takes on even greater urgency, Khanna said.

“It is one of the areas that has caused a lot of waste in government. From a purely business perspective on behalf of the citizens, it makes sense to leverage the money to do more,” he said. “When you have duplicate architectures created at the state level, money is being wasted. Second, when you construct different architectures and islands of optimization,

The federal government will distribute **\$7.2 billion** for broadband development.



they are counterintuitive to this whole idea of interoperability.”

## FEW IMMEDIATE CHANGES

But big changes may not come as fast as state CIOs would like. NASCIO Executive Director Doug Robinson said major reforms won't happen during the initial round of stimulus activity because changing the rules now would slow the flow of stimulus dollars into the nation's staggering economy.

“Significant changes are unlikely at this point because of the speed at which this is moving,” Robinson said shortly after attending a March 12 stimulus implementation conference hosted by Vice President Joe Biden. “The formula grant funding — and some of the other grants — is being channeled through the existing programs, so they don't have to create a lot of new funding channels.”

At press time, states already were receiving billions of dollars in formula grants for health and human services, education and transportation. But officials were waiting for the federal Office of Manage-

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ment and Budget (OMB) to issue rules for competitive grants, as well as for tracking and reporting how stimulus money is spent. Robinson said the OMB could start to address the funding-restriction problem by encouraging stimulus fund recipients to coordinate with their state CIO when using the money for technology upgrades.

The long-term outlook for funding reform is more encouraging. The Obama administration has asked NASCIO and others to provide ideas for improving the process, Robinson said. "We're going to have to get through this first phase of recovery first, but I think they



## BROADBAND: GRANT APPLICATION WINDOWS ARE OPEN

**LOCAL GOVERNMENTS** seeking a piece of the **\$7.2 billion** in broadband stimulus included in the American Recovery and Reinvestment Act should watch three upcoming funding windows. The first opportunity to submit applications runs from April to June 2009. That opening will feature stiff competition from governments with previously drafted municipal broadband plans that got shelved after the municipal-Wi-Fi craze imploded, said Craig Settles, a municipal broadband analyst.

"The thinking these communities have done is the kind of thinking many others need to do before the federal government hands them a check," Settles said.

Governments without plans should study governments that do, develop their own business plans and then apply for stimulus money during application windows that occur from October to December 2009 and April to June 2010, he recommended.

The U.S. Department of Commerce's National Telecommunications and Information Administration is disbursing **\$4.7 billion** of the broadband stimulus. The U.S. Department of the Interior's Rural Utilities Service will distribute the remaining **\$2.5 billion**.

— **ANDY OPSAHL**, FEATURES EDITOR

## TRANSPORTATION: ITS AND HIGH-SPEED RAIL WILL BENEFIT

**THOUGH MOST** of the **\$27.5 billion** allocated to roadways will be awarded to "shovel-ready" projects that are already in the planning stages — like pouring asphalt and fixing bridges — some communities are investing in intelligent transportation systems (ITS) that mitigate traffic problems. For example, Bucks County, Pa., is spending \$56 million to improve highway traffic by installing changeable message boards and pavement sensors. Philadelphia and Flint, Mich., also are funding ITS projects, while Charlotte, N.C., has approved \$4 million to install cameras for traffic synchronization.

High-speed rail received an unexpected \$8 billion boost because of Obama's enthusiasm for the concept. The new mode of transportation would shuttle passengers along major metropolitan corridors at 200 mph. Stiff competition is expected for the money, as rail lines have been proposed in several populous states, including California, Texas, New York and Illinois. The U.S. Department of Transportation could release guidance for applying for grants as soon as June.

Another \$8 billion is allotted for mass transit, which includes commuter rail, light rail and buses. Though much of that money is going toward nuts-and-bolts infrastructure — refurbishing rail lines, passenger cars and train stations — Maryland; Madison, Wis.; Louisville, Ky.; and others are going high tech by investing in hybrid-fueled buses.

— **MATT WILLIAMS**, ASSISTANT EDITOR

are at least open to hearing our concerns about cost-allocation rules and other federal regulations that either discourage or present a clear barrier to consolidation and further shared services at the state level."

Billions of dollars in stimulus spending could ultimately ratchet up pressure for funding changes, Robinson added, by bringing more attention to the issue.

"The magnitude of dealing with the recovery funds will clearly demonstrate the challenges in terms of achieving an enterprise view, because right now these dollars are going

to flow to programmatic lines of business, and there's going to have to be some horizontal coordination," he said.

## FEDERAL CIO INFLUENCE

State and local CIOs may have an ally in newly appointed federal CIO Vivek Kundra. Before his appointment to the new federal government post in March, Kundra was chief technology officer of Washington, D.C., where he dealt with federal funding rules firsthand.

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**Synopsis:** New Lenox, Ill., will send government communications via Zumbox accounts, hoping to cut paper, printing and postage costs.

**Agency:** New Lenox, Ill.

**Technology:** Zumbox e-mail system.

**Contact:** Tim Baldermann, mayor, New Lenox, info@newlenox.net.

# You've Got Zumbox

**N**ew Lenox, Ill., hopes to cut its paper, printing and postage costs by communicating with citizens through a technology called Zumbox.

Zumboxes are like e-mail accounts, except they're tied to physical addresses. Each residence in America has a Zumbox, provided free by vendor Zumbox Inc. Zumboxes can only receive messages from other Zumboxes.

New Lenox is using them instead of e-mail addresses because maintaining an accurate e-mail list of citizens is time-consuming, explained Mayor Tim Baldermann. "E-mail addresses change all the time. Then you have the burden of trying to get updated information from all of the residents," Baldermann said.

Citizens will receive utility bills, newsletters and other mailings in their Zumboxes and in paper form until they opt out of the print versions. Currently the city mails 10,000 pieces each time it sends something to all residences.

"If we go from sending out 10,000 pieces of mail to cutting that in half, just think of the savings we would achieve," Baldermann said. "Depending on how heavy that piece of mail is, it might cost us a dollar for every piece we send out, after printing and postage."

The vendor says blocking junk mail in Zumboxes is more effective than blocking unwanted e-mail messages. With traditional e-mail, once a user blocks an unwelcome e-mail address, all the sender needs to do is establish a new e-mail address to continue sending those junk messages. Since each physical address only gets one Zumbox, a Zumbox spammer would need a new physical address to establish a new Zumbox in order to send more unwanted messages. (The company is beta testing a system designed to enable each residence to have multiple Zumbox folders



New Lenox, Ill., hopes to cut paper, printing and postage costs by sending government communications via 'Zumbox' accounts.



so individual residents can have their own Zumbox.)

Sending Zumbox messages to select neighborhoods also will be easy, said Baldermann.

"Say there is one section of town that is going to have road work done — we're going to resurface the streets in a particular subdivision. All we have to do is punch in the physical addresses for the subdivision, send that to Zumbox and they'll all be notified. We can do that instead of hunting down e-mail addresses and hoping they haven't changed," Baldermann explained.

The security technology protecting personal information of Zumbox users is compliant with the Payment Card Industry Data Security Standard and the Banking Industry Technology Secretariat.

"If we're putting out information to our residents, we want to make sure it remains private — water billing, vehicle tag information and that sort of thing," Baldermann said. "Zumbox has a bank-level security system in place. We felt confident our residents' information would be safe."

The mayor spread the word about the Zumboxes through the local newspaper, televised board meetings and town hall meetings. **GT**

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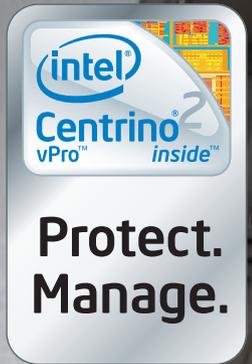
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**Synopsis:** Oregon Public Employees Retirement System deploys address-verification software.

**Agency:** Oregon PERS.

**Technologies:** Experian QAS Pro.

**Contact:** [www.qas.com](http://www.qas.com).

## Oregon Public Employees Retirement System integrates new software to make address verification a breeze.

BY JESSICA HUGHES | CONTRIBUTING WRITER

**H**ow many ways can you scribble Massachusetts Avenue? The major Boston thoroughfare reportedly was recorded under 15 different names in one clothing company's database. Such information duplication is a drag on speedy and efficient data processing.

That's why the Oregon Public Employees Retirement System (PERS) adopted address-verification software designed to clean up its contact lists and eliminate delays when corresponding with its members. With the new technology, Oregon aims to improve its customer service and data quality as it moves away from its legacy mainframe pension platform to a more modern application.

Oregon PERS — which administers retirement, disability and death benefits for about 320,000 members — receives the bulk of its data from approximately 870 employers. When this data is sent to the organization, human errors can allow incorrect addresses into the database.



"As we were migrating data, that's where we decided to implement the data-validation tool to help us control the quality of the data," said Jordan Masanga, manager and technology officer of Oregon PERS.



# Easy Street

The software — QAS Pro Web from Experian QAS — verifies addresses against 150 million addresses in the U.S. Postal Service (USPS) data file. With 12 keystrokes, the software presents a fully verified address and automatically adds the "plus four" to the ZIP code.

The verification tool, which is designed specifically for Web site forms, will be rolled

out first in the Oregon PERS customer service division, which collects information from employers. Later it will be used in the organization's benefits processing division, which processes benefit estimations and allocates members' checks. The software is customizable, which made it stand out from other market solutions, Masanga said.

Oregon PERS will pay an annual license fee to operate the software and have access to tech support. "The annual subscription model is convenient and predictable," Masanga said.

The agency has completed functional testing of the software, and expects to begin full-scale use in summer 2009. Oregon PERS also acquired a separate product — QAS Batch — to cleanse, complete and verify addresses in its existing database before mass mailings of correspondence and member statements.

### Intelligent Search

CorrectAddress, from Intelligent Search Technology, is multiplatform software that corrects and standardizes addresses in both real-time and batch modes with the latest Postal Service information. It can be used as a stand-alone application (CorrectAddress PLUS) or as an online address verification service (CorrectAddress Online).

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## Gaining Popularity

Oregon PERS is among a growing number of state and local agencies deploying address-verification technology. Others include the city of Boston; Charleston County, S.C., Parks and Recreation; and the Nevada Department of Motor Vehicles (DMV).

Mail is the Nevada DMV's primary, and often, only point of contact with motorists, said Tom Jacobs, lead public information officer of Nevada DMV. If someone moves, communication can be wiped out; the USPS won't forward information like registration renewal notices because that costs the state money, he said.

"So it's critical for us to know that addresses are correct," Jacobs said.

As central repositories of statewide contact data, DMVs tend to be especially keen on adopting the technology, said Joel Curry, chief operations officer for Experian QAS.

The twin drivers of increasing reliability and decreasing costs have drawn governments to use address-verification products. "The current economic situation is an accelerator for us," Curry said.

Other address-verification software providers have noticed a similar trend. Business is up for White Plains, N.Y.-based Intelligent Search Technology. "We've seen more interest from all clients, governments included," said the company's president, Sean Failla. "This is a logical and relatively painless way governments can save money."

Failla said governments can get additional bulk mailing discounts with her company's data quality solution — called Correct-Address — because it's Coding Accuracy Support System (CASS) certified. The USPS

"This is a **logical and relatively painless** way governments can save money."

Sean Failla, president, Intelligent Search Technology

the USPS, Failla said, so governments can keep up with frequent movers.

Both Experian QAS and Intelligent Search insist their products deliver a quick return on investment. Light users can expect to see a return within nine months, Curry said. Because it saves money fast, Experian QAS's front-end validation software is especially popular. "You have a perfectly accurate piece of data, so you don't have to carry as many support staff," Curry said.



## Mandated Overhaul

For 20 years, Oregon PERS operated solely on a COBOL mainframe system, and the agency validated data as it sent out member statements and mail was returned. Two full-time employees manually corrected the data for returned mail.

The only way to guarantee correct addresses is to verify them straight away, while the customer or person is still engaged.

So in 2003, when the Oregon Legislature mandated an overhaul of the PERS system, Oregon PERS leaped at the chance to upgrade. "Oregon PERS decided to go a modern route and develop a whole new solution for long-term maintenance purposes," Masanga said.

### Experian QAS

Experian's QAS Batch runs automatically to reformat data, verify addresses and correct human input errors in databases. During a typical run, the software verifies each record against the Postal Service's address data file.

QAS Pro Web verifies addresses as they're being typed on Web site forms. With Pro Web, users validate before submitting information; a search function performed with the help of the Postal Service ensures the completion of addresses.

"Oregon PERS decided to go a modern route and develop a whole new solution for **long-term maintenance purposes**."

Jordan Masanga, manager and technology officer, Oregon PERS

uses CASS to ensure the accuracy of addresses and ZIP codes — certification is awarded to bulk mailing lists that are run through USPS-approved software. QAS Batch also qualifies for CASS certification.

To take address validation one step further, Intelligent Search is rolling out software that tracks change of address cards submitted to

Fixing address information by hand has entailed similar back-end upkeep, with agencies cleansing data manually or through scheduled bulk cleansing efforts. Although back-end data quality checks are valuable, especially for updating old or flagged information, they are inherently limited because there's no ability to request more information.

After several years of implementing the new pension system, Oregon PERS began searching for a third-party product to validate addresses migrating to its modern application. Oregon PERS purchased the Experian QAS software license in February 2008.

For correcting data on the back end, QAS Batch has been helpful, Masanga said. The software automatically changes definitive address matches or notifies the user of possible errors. The agency will use it until the data migration is complete in 2010.

So far, feedback on the address-verification tools has been positive, Masanga said.

"I think this is going to be a huge value because we're data stewards of that information, so we want to make sure it's correct," he said. "I would recommend other government agencies integrate solutions ... to remediate poor quality data from pervading their systems." **GT**



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# Phoning in the Savings

Wayne Township, N.J., saved more than \$52,000 annually by consolidating its phone and Internet services.

**Synopsis:** New Jersey town consolidates its voice and Internet services and produces savings of more than \$1,000 a week.

**Jurisdiction:** Wayne Township, N.J.

**Technologies:** Metro Ethernet, IP trunking and primary rate interface.

**Contact:** Township of Wayne, [www.waynetownship.com](http://www.waynetownship.com), 973/694-1800.

Internet service, which eased the transition. “When we did our consolidation, we first tried to evaluate our existing vendors to minimize our financial impact by reutilizing our infrastructure,” Pasternak said. “Optimum Lightpath did make some hardware changes, but there was no financial cash outlay to Wayne Township.”

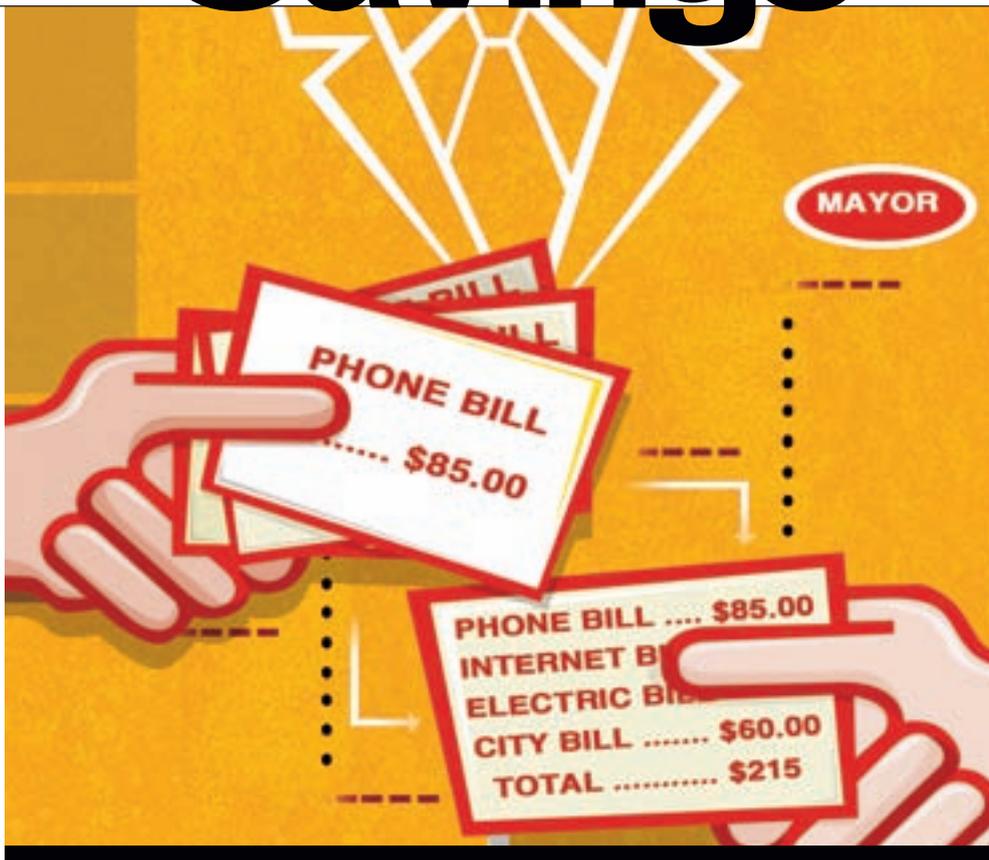
## Connecting the Township

The new service provides Internet and telephone communications over a single connection. Although this sounds like voice over Internet protocol (VoIP), it’s different from an infrastructure standpoint. In a typical VoIP deployment, voice communications are sent and received via the Internet, replacing an analog phone line. Standard VoIP requires a broadband connection, specialized phones (or land line phones connected to a VoIP adapter), and in-house network infrastructure optimized to ensure that data packets are delivered efficiently.

Pasternak said Wayne Township’s voice and Internet communications run through a metropolitan Ethernet line, which allowed the internal infrastructure to remain the same, while still providing a data link for the communications to share. Using the Ethernet line allowed the township to keep its existing technology and avoid the network overhaul that VoIP typically requires. All calls are directed through a single hub.

Pasternak said the township is moving toward using VoIP telephone sets and evolving the system slowly instead of doing an enterprisewide upgrade all at once. “In this manner, we are easing into VoIP as we capitalize on past investments to ensure our ROI,” he said.

The consolidation began in the second quarter of 2008. Pasternak estimated that it



**W**ayne Township, N.J., turned the benefits its mayor found in a consolidation of his home Internet and phone services into a money-saving solution for the municipality.

“My theory was that if I could cut my bill in half at my house, perhaps we could utilize the same type of technology here at Town Hall and save money,” said Mayor Chris Vergano.

He presented the idea at a township meeting and said he received skeptical looks from others in the room, but the Division of Information Technologies took the concept

seriously. The division studied the idea and told Vergano that the township could save a bundle of money by consolidating its Internet and phone services. It turned out to be more than \$52,000 annually.

“Anytime we can find new and creative ways to save money, we’re willing to take a look at it,” Vergano said, “and that’s exactly what we did here.”

The project began with an ordinary RFP, said Scott Pasternak, technology director of the township. He chose Optimum Lightpath to provide the consolidated service. The company already provided the township’s

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took the township six weeks to complete the project, from the initial investigation to being up-and-running.

## Getting Technical

The IT division used 3 megabits of the 10-megabit metro Ethernet line for the primary rate interface (PRI), which is a telecommunication standard used for integrated services on a digital network in order to carry multiple voice and data transmissions. The township has two PRI's — both of them have 23 channels, which means each PRI can handle 23 phone calls at a time.

The township's telephone sets are wired into three private branch exchanges (PBX). First, the IT division enabled IP-based trunking — using an IP network to carry voice data — between the PBXs so that all phone calls are directed to a single hub before they are sent or received. "Basically each phone system has an IP address," Pasternak said. "When we dial

an internal extension or an external phone number, each phone system on our network sends the call to another PBX's appropriate IP address, and the calls are routed inside and out of our network."

## Finding More Savings

After the consolidation was finished, officials realized the township could save more money by migrating its stand-alone fax lines to the metro Ethernet account. "We're going to be able to realize an additional \$500 savings a month when it comes to all of our fax lines, long-distance charges on those fax lines, etc.," Pasternak said. "By the time we get done, we're going to be pushing close to \$60,000 [per year], if not more."

Pasternak said the addition of the fax machines was completed in February 2009.

The consolidation also aided township employees who don't work at Town Hall. For example, the township's Department of Public Works — located several miles from Town Hall — took advantage of the consolidation: Pasternak used trunking from the main phone system located at Town Hall to send phone calls via the metro Ethernet account.

The PRI's are located at Town Hall and the two PBXs on the wide-area network communicate via the IP trunks. "We're consolidating all of our routing through our wide-area network to Town Hall," he said. "So all of our outgoing

phone calls are being routed out the PRI's that we carved out of the metro Ethernet account."

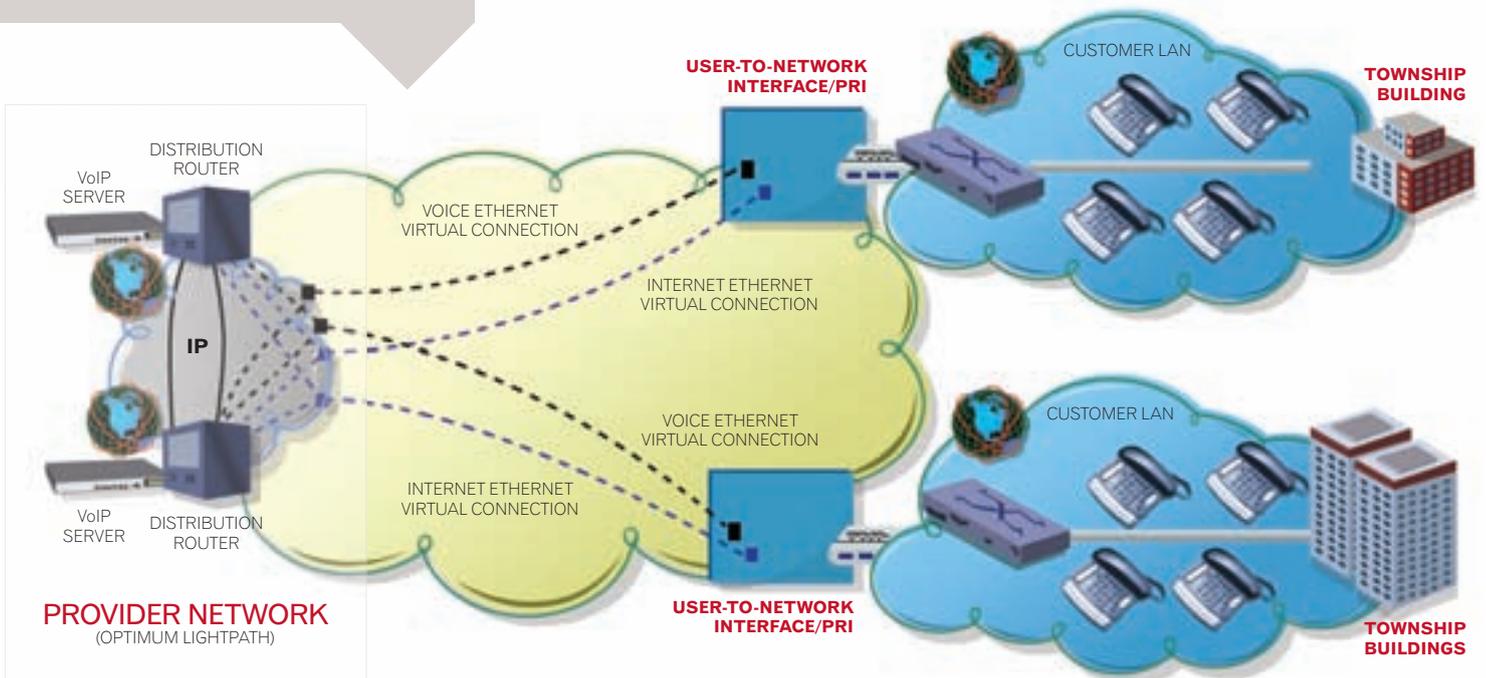
## Seamless Transition

One of the biggest advantages of the consolidation was the flawless changeover. Pasternak said the consolidation happened during business hours and went live without any trouble for users. "They know that when they pick up the phone and dial a feature access code to get an external extension, they get that external extension and that's all they really care about," he said. "We had no downtime whatsoever."

The township employs approximately 650 people, although the number escalates in the summer months, especially in the parks and recreation department. "Most of our employees had no idea that we even made the switch," Vergano said.

Wayne Township officials are pleased with the benefits. "The IT department took the mayor's initiative and we essentially focused on trying to find an enterprise-class solution that can give the township the same level of quality of service — especially when it comes to public safety — as well as our other business and operation needs," Pasternak said. "We wanted to come up with a solution that maintained that enterprise-grade solution, yet reduced and consolidated our expenses — consolidated our technologies to try to address the mayor's goals." 

**Wayne Township** consolidated its voice and Internet services over a 10-megabit metro Ethernet line provided by **Optimum Lightpath** that allows voice and data to be transmitted. The user-to-network interface (UNI) is a basic element in an Ethernet connection because it provides the customer with service. The Ethernet virtual connection is also a basic element that creates communications between the UNIs.





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**Synopsis:**  
St. Cloud, Minn., uses stimulus funds to upgrade traffic-monitoring software.

**Jurisdiction:**  
St. Cloud, Minn.

**Technologies:**  
Econolite International Intelligent transportation systems.

**Contact:** St. Cloud Transportation District Office, 320/223-6500.

Federal stimulus will fund updated traffic-monitoring software for St. Cloud, Minn.

## Green Light District

Money for transportation projects has been some of the earliest to flow from the U.S. economic stimulus package. Municipalities in Bucks County, Pa.; Philadelphia; Flint, Mich.; and others are using some of the money for intelligent transportation systems (ITS), a class of products that includes changeable electronic message boards, pavement sensors and cameras that help synchronize traffic.

In one such project, St. Cloud, Minn., is funding a traffic-monitoring software upgrade. The project received \$320,000. Attaining the money was easy for St. Cloud because of the “joint powers agreement” it shares with its county and the Minnesota Department of Transportation (Mn/DOT), which received stimulus money from the Federal Highway Administration, said Blake Redfield, traffic systems manager of St. Cloud.

All three entities own traffic signals within St.

Cloud, so they share access and control of the system that regulates the lights, provided by vendor Econolite International. The fact that it was an intelligent traffic system made it an easier draw for stimulus funding, Redfield said.

“In Minnesota, there just aren’t a lot of cities doing a tremendous amount of ITS types of projects, especially communities our size of around 100,000 people,” Redfield explained. The fact that Mn/DOT wanted funding to go for a diverse collection of projects made the St. Cloud ITS procurement an even likelier candidate for stimulus funding. Software like this usually comes with annual maintenance service costs from the vendor. The agencies are exploring whether it would be legal to use some of the stimulus to pay for five years of that service upfront, according to Mn/DOT District Traffic Engineer Tom Dumont.

President Barack Obama heralded funding from the American Recovery and Reinvestment Act as a way to stimulate job growth. Purchases like St. Cloud’s traffic-monitoring software raise a question: Are state and local stimulus recipients stimulating job growth or simply paying bills already planned for with stimulus money instead of state-generated money?

Dumont pointed out that the stimulus money accelerated deployment of the traffic-monitoring software, which could have helped save jobs.

But Redfield said the three agencies involved planned to update the traffic-management software anyway during the next several months because the vendor announced it would stop providing maintenance service for the existing software in 2011.

“It was [a matter of], ‘Do we continue the maintenance contract on the old system that we know isn’t going to be supported in a couple years, or do we upgrade the system right now?’” Dumont explained. **GT**

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**Synopsis:** California city uses GIS to locate foreclosed buildings to turn into affordable housing properties.

**Jurisdictions:** Moreno Valley, Calif.; Johnson County, Kan.; San Bernardino County, Calif.

**Technology:** GIS.

**Contact:** John Harrenstein, management analyst, Johnson County, Kan., [john.harrenstein@jocogov.org](mailto:john.harrenstein@jocogov.org), 913/715-0739.

# Foreclosure Hunting

**M**ore than 300 local governments are utilizing a \$3.9 billion Community Development Block Grant (CDBG) that the U.S. Department of Housing and Urban Development (HUD) is offering in response to the national foreclosure crisis. Municipalities plan to use the money to buy foreclosed homes and turn them into low-income housing. To get those funds, governments must identify the areas within their boundaries likely to be hardest hit by foreclosures. Not surprisingly, cities and counties used GIS to perform that analysis.

## Hunting Map

Moreno Valley, Calif., received \$11.4 million from HUD after submitting GIS data that mapped out all foreclosed and likely-to-be-foreclosed properties. The city plans to rehabilitate and sell them to low-income families or manage the houses as low-income rental properties. When appropriate, the city will turn some homes into multitenant structures.

Local foreclosure information for the project came from real-estate information vendor DataQuick and HUD. The city also gathered information from government staff who enforce codes that prevent neighborhood blight. Houses that weren't yet in foreclosure but appeared abandoned or rundown were entered into a GIS database. Technicians watched those properties in case they fell into foreclosure.

In another effort, Johnson County, Kan., secured \$2.1 million in HUD funds and uses a similar GIS tool for tracking foreclosures. (Only counties and what HUD considers to be large cities may access HUD money directly.



Local governments use GIS to track and purchase foreclosed homes, which they will turn into low-income housing.

Smaller cities must get their counties to apply for the grant.)

“Our system can tell us what percentage of homes in a certain community have been foreclosed on or are within eight to 10 days of being foreclosed on,” said John Harrenstein, a management analyst for Johnson County.

In another instance, GIS staff in San Bernardino County, Calif., tracked potential foreclosures in all of the county's 24 cities, saving each city from doing the job itself. The project generated \$22.5 million from HUD.

## Where to Place the Bar

To decide what areas to target, San Bernardino County used HUD criteria when

it developed a point system for ranking homes most in danger of foreclosure. On a zero-to-nine scale, county staff calculated each home's “Total Severity Score” in Microsoft Excel. Any home scoring three points or above was considered a targeted area for foreclosure watch.

“We figured that anyone with any point is already hard-hit, but we could not target 82 percent of the region. So we decided to target the areas with three or more points, which covered about 47 percent of the county,” the project's targeting narrative document explained.

For example, if HUD considered a household's revenue to be “low income,” the house got 1 point. If it was located in an area where more than 40 percent of homes have

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subprime mortgages, the house received another point. Two points were added for houses in areas where 50 to 60 percent of mortgages are subprime. Homes in areas where 60 percent or more of mortgages are subprime received three points. Several other criteria also influenced the scores. The county then fed the Excel spreadsheet into its GIS tool to map the target properties.

George Huang, economic analyst of San Bernardino County, was surprised to learn that all 24 cities in the county had buildings scoring three points or higher — even affluent cities. He said measuring the entire county gave all 24 mayors within it a political gift so they could take advantage of that extra money and boast of it to voters.

“Even the best of the cities, [economically speaking], have tiny bits of areas that are high-risk,” Huang said. 



## Long-Term Affordable Housing Strategy

GIS programmers in Johnson County, Kan., are considering whether to incorporate foreclosure data into a citizen-facing map the county is already deploying aimed at helping young homebuyers and renters find affordable housing. This tool is separate from the municipality’s HUD-related foreclosure-tracking project.

“A big concern for us was college kids graduating after four years, coming back, and trying to get jobs and having a hard time finding places to live,” said John Harrenstein, management analyst of Johnson County.

The project emerged before the housing crisis erupted, but it could end up serving as a valuable function for that challenge, said Harrenstein. Also, residents who are selling their homes could use the tool for locating replacement housing.

“Our GIS folks put every parcel on the map. You can zoom in, see a picture on the map, see the range of the price of the house,” he said.

The GIS tool also aims to help communities diversify the housing options they offer, which could make them more resilient if there’s another national housing crisis. Later in 2009, Johnson County plans to present its housing data to communities, along with research showing income levels and occupations for each area. Localities can use the information to strategize how to diversify the residents they attract in terms of income levels and occupations.

“Instead of just being suburbia, a community could mix in multifamily structures — perhaps incorporate into a subdivision a mix of homes that range from \$350,000 down to \$150,000,” Harrenstein explained.

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# Special Report

BY TOD NEWCOMBE | EDITOR, PUBLIC CIO

## Analysis: Leaving the Engine Room Behind

Vivek Kundra's appointment as federal CIO marks a new era in the government IT executive's role.

With the economy in the tank and corporate profits turning to dust, interest in private-sector IT and the CIOs who run technology has slackened considerably. Instead, more attention has focused on the role of government IT, thanks in large part to the appointment of Vivek Kundra — formerly chief technology officer of the District of Columbia — as the nation's first federal CIO.

Overnight, it seems, major daily newspapers, national business magazines and technology trade press have taken a shine to Kundra's emerging role as they speculate on the impact he'll have and the challenges he'll face. For those of us who cover this part of the IT world, it's gratifying to finally see some attention paid to this crucial yet long overlooked position in government.

But it's more than that. Government IT is receiving attention at a critical juncture in the U.S. The public sector's role has been thrust to the forefront as the nation turns to the (often-reviled) bureaucrat to save it from further calamity. Kundra's appointment presents an opportunity for him to put into play, on a national level, some of his most cherished visions for public-sector technology. These include more transparency through the expanded use of Web 2.0 tools, such as YouTube, wikis, Facebook and Twitter. "Transparency allows people to participate in the public civic process, to look at where their money is going, how it's being spent and to hold the government officials accountable," said Kundra in March during a speech at the annual FOSE trade show in Washington, D.C.

Kundra also wants to unleash the government innovators who have been stymied by fears of taking risks. In particular, he wants to see more cloud computing — a concept

he championed while working at the district. Kundra has also advocated for more commercial and consumer products in the government IT space as part of his plan to lower the cost of government operations. And he wants to streamline the procurement process so that today's technology can be purchased today, not tomorrow.

This is an ambitious agenda.

The problem he faces is a vast federal bureaucracy that's used to operating independently. However, Kundra will have some control over departmental IT budgets. He reports to the White House and he'll head the Federal CIO Council, so he may have a few tools to change the status quo. The other issue is how to balance privacy and security on top of his transparency agenda. Look at what happened to President Barack Obama's BlackBerry, a small but symbolic example of how security trumps openness in Washington.

The federal CIO also faces questions about his oversight capabilities. On March 12, an employee from the district's Office of the Chief Technology Officer was arrested by the FBI on bribery charges. The following day, Kundra was put on leave but then quietly reinstated on March 17. It remains to be seen what impact, if any, this event will have on his new career.

But it's important to view Kundra's appointment beyond its impact on the federal government. His experience in both state and local government IT could help establish a better dialog between federal, state and local CIOs. For years, state and local IT executives and their bosses — governors, county executives and mayors — have com-



plained about the federal government's lack of flexibility when it comes to funding and sharing IT services between branches of government. Kundra understands that dilemma and could help bring about progress on this extremely important issue.

Last but not least, the attention given to the new federal CIO has put a spotlight on a government position that needs elevation. As Robert Atkinson, president of the Information Technology and Innovation Foundation, put it, government "CIOs should be up on the bridge, not down in the engine room." For too long, the typical government CIO was an IT guy, uncomfortable talking about business. Now more and more are like Kundra, who has a blend of public- and private-sector experience and insists on having direct access to his CEO up on the bridge.

Obama couldn't have made a better choice when he made Kundra his first federal CIO. Kundra thinks outside the box and understands politics — two highly touted skills a government CIO needs to move IT projects forward in the federal bureaucracy jungle. Kundra's enthusiasm for technology as a powerful enabler and transformer marks a sea change in attitude regarding the business of government in the 21st century.

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# Special Report

BY STEVE TOWNS | EDITOR

## Stimulus Plan Details Needed

Economic stimulus plan will boost technology deployments in city and county governments — but CIOs must know the rules.

**E**conomic stimulus funds may jump-start city and county technology initiatives — once local officials figure out how to get their hands on the money.

Speaking at a conference in Virginia in March, CIOs from some of the nation's largest cities and counties said they quickly assembled lists of "shovel-ready" IT projects when it became clear President Barack Obama's \$787 billion economic stimulus package would become law. Now they're waiting for details on how the federal government will hand out the money.

### Stimulus Targets

"I have 22 pages of projects that are estimated to be impacted by the stimulus — all of them are existing programs. But we truly don't know what we'll get. The reality is that we need quantifiable information," said Harris County, Texas, CIO Steve Jennings, speaking at the Beyond the Beltway conference in Tyson's Corner. The annual event is sponsored by

atives after the stimulus dollars are spent, they said.

### Reversing Cost Cuts

Denver CIO Molly Rauzi said she'll use stimulus money to restore features deleted from current projects due to economic belt-tightening.

"We put in a new IT-governance process that justified \$25 million in technology investments. Now we're trying to understand how the stimulus can help fund some of these plans," she said. "We'll add back scope and features that we had to cut out of projects because of cost."

Chicago CIO Hardik Bhatt predicted the stimulus package would jump-start stalled IT projects in his city. But guidelines for allocating stimulus money — especially for funds doled out through competitive grants — will have a critical impact.

"Take the broadband grants, for example. That \$7.2 billion will be divided among lots of

D.C., event. Senior Recovery Act officials from 49 states attended the event, which was hosted by Vice President Joseph Biden.

"The general theme is that there are still a lot of unknowns," Robinson said. "There were a lot of fairly straightforward questions that everybody has been asking and will continue to ask until OMB [U.S. Office of Management and Budget] guidance comes out in terms of reporting — the data collecting aspect, the templates for reporting, centralized versus decentralized reporting, the audit trail, the job-creation metrics and how to report funds that pass through states and go to locals."

Besides shoring up IT projects, stimulus dollars also could trigger purchasing changes as cities and counties struggle to rapidly pump the money into ailing economies.

"We're trying to take advantage of the need to spend the stimulus quickly to re-engineer the procurement process so that it can move more quickly," said San Francisco CIO Chris Vein.

Bhatt said Chicago also may look at making procurement changes through its City Council. And Orange County CIO Rafael Mena said the jurisdiction's procurement director is a member of the county's stimulus team, which is tracking potential funding opportunities. "We wanted to make sure he's in that group," Mena said. **GT**

## "We're trying to understand the rules."

Hardik Bhatt, CIO, Chicago

*Government Technology*, TechAmerica and the Center for Digital Government.

Similar lists were compiled in Chicago, San Francisco, Denver and Orange County, Fla. Because the money must be spent quickly, most officials predicted stimulus dollars would go toward existing programs or projects with contracts already in place. Pumping the money into existing programs — rather than new projects — also eases concerns about sustaining new initia-

players," Bhatt said. "We're trying to understand the rules. We need to know the definition of 'underserved communities,' for example."

### Help Is on the Way?

A March 12 Recovery Act implementation conference added few details, according to Doug Robinson, executive director of the National Association of State Chief Information Officers, who attended the Washington,



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## GREEN: ADVANTAGE GOES TO GOVERNMENTS WITH ENERGY GOALS

**THE STIMULUS BILL** provides **\$6.3 billion** in funding for green initiatives in state and local governments. Those funds are divided into two areas:

**1** **\$3.2 billion** is allotted for Energy Efficiency and Conservation Block Grants, which can be used to reduce fossil fuel emissions, decrease total energy consumption and improve energy efficiency in the transportation, building or other energy-consuming sectors.

**2** **\$3.1 billion** is for the State Energy Program, which provides grants to states to address energy priorities and fund emerging renewable-energy and energy-efficiency technologies.

**Jennifer Bradley**, a senior research associate for the Brookings Institution's Metropolitan Policy Program, said governments that already have set goals for energy efficiency will have the easiest

time spending the stimulus money quickly. Those that aren't as prepared can start with low-hanging fruit like installing LED bulbs in traffic lights, she said.

States must be aware that they have a hand in helping localities meet the quick timeline. "A lot of the money will go through states, so the

question will be how quickly states will disburse the money and let the cities have their fair share," Bradley said.

She also said the stimulus package provides an opportunity for organized governments to act in a regional way to get the most from the funding. "We encourage places to look out across borders and develop metropolitanwide plans for spending the money," Bradley said, adding that this is an opportunity for municipalities to work together and focus on transformative investments like regional transportation programs.

— ELAINE RUNDLE, STAFF WRITER



Khanna said the federal CIO appointment is encouraging.

"Certainly Vivek brings an enormous amount of understanding and knowledge about the barriers in the current flow of federal funds to state governments," Khanna said. "So he's in a unique position to bring that understanding to OMB and to this policy conversation. Even though the federal CIO position is focused on the federal agenda, I think his understanding will be of enormous value to the country."

The economic stimulus package includes more than **\$20 million** to help hospitals and physicians build out their IT infrastructure and with IT adoption.

ways that will necessarily involve state government because the delivery of so many federal programs ... involves federal agencies sending money down to the states and then the states in turn working with local governments,"

said Chenok, who is senior vice president of Pragmatics, a Virginia-based software engineering and systems integration company. "So imagine a federal cloud that takes advantage of this to deliver Medicaid, transportation services or employment services. That type of a cloud would absolutely have to interface with state computing environments in new, interesting and exciting ways."

He noted the federal government already has signed a contract to move its usa.gov Web portal to a cloud computing platform, signaling a strong commitment to the concept. Chenok added that the Obama administration was looking for successful models in state and local government that use cloud computing, data integration and other technologies to improve government performance. **GT**

## CLOUDS IN THE FORECAST

Changes also could be driven by IT upgrades implemented by federal agencies, according to Dan Chenok, who led the Obama transition team's subcommittee on technology, innovation and government. Speaking in March at the Center for Digital Government's Beyond the Beltway Conference, Chenok said the administration is interested in using new technologies that could reshape its relationships with states and localities.

"During the transition, we talked about modernizing the federal environment in

## HEALTH IT: STIMULUS CREATES CHALLENGES

**AMONG THE HEALTH IT** provisions in the American Recovery and Reinvestment Act, by far the biggest outlays are the electronic health record (EHR) adoption incentives for Medicare and Medicaid providers. While this represents an opportunity for government medical institutions, the time frames prescribed by the act will challenge some providers.

With final payments distributed in fiscal 2016, providers and hospitals that have not already begun the implementation process will be hard-pressed to get the biggest benefit from the incentives.

"This is a matter of hurry up and wait," said Marc Holland, program director for health care provider research with IDC's Health Industry Insights. To secure stimulus funds, providers and hospitals must shop for an EHR system, buy it, install it and demonstrate "meaningful use." Shopping for and planning an EHR installation can take several months for a small provider and at least 12-24 months for hospitals, said Holland.

However, it's worth it for providers to adopt even if they can't do so in time for the bigger reimbursement amounts because nonadopters will see Medicare payment reductions starting in 2015. — EMILY MONTANDON, ASSOCIATE EDITOR



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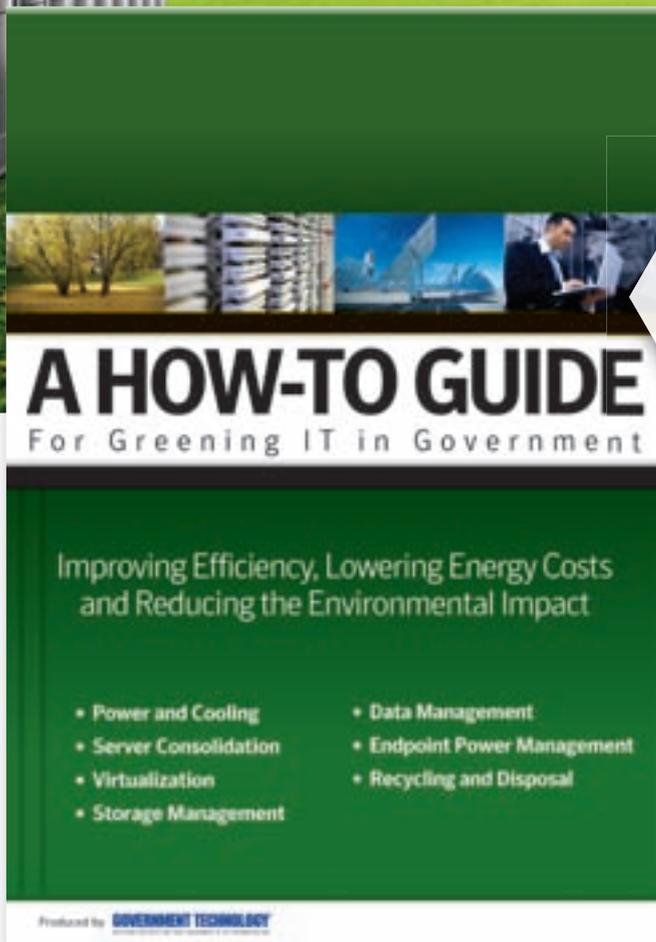
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# About-Face(book)

“Launch and learn,” the watchwords of Web 2.0, sound a lot like “crash and burn.” Facebook, the social networking site that boasts 175 million users, threaded that needle in February — not through technology, but governance. Facebook’s unilateral change to its terms of service created uproar about who owns and controls user-generated content.

CEO Mark Zuckerberg blogged about the dustup: “History tells us that systems are most fairly governed when there is an open and transparent dialog between the people who make decisions and those who are affected by them.” He then replaced the existing terms of service with Facebook principles and a statement of rights and responsibilities, the latter to be reviewed and voted on by users.

Facebook confronted issues that have long bedeviled governments: transparency and openness. Whose information is it? How long should it be retained? How and where should we discuss these issues? (In “Town Halls,” says Facebook, a forum created by and for government.) What language do we use to discuss this stuff? (Plain and simple.)

If government can teach Facebook the complexity of these issues — and it can — the site showed agility and determination under pressure by dusting itself off after a big public mistake. The Facebook experience provides reminders about good governance:

**Speed-to-message:** Once Facebook realized the problem, it regrouped to figure out a plan B and launched it within a week — perhaps still too long in a 24/7 environment where people can mutiny with a mouse click, but much more responsive than the 30 to 90

days public agencies often afford themselves for policy review.

**A principled approach:** There may not be specific policy guidance to anticipate every future development. When in doubt, refer to the principles.

**The rules are for everybody:** The new principles advocate one “set of principles, rights and responsibilities that should apply to all ... whether individual, advertiser, developer, organization or other entity.” It’s a high bar, but it provides at least an initial hedge against favoritism or special deals, which are the bane of effective governance.

**Upfront about the non-negotiables:** The service provider is explicitly not part of “everybody.” Facebook reserves the right to stir the pot occasionally, stating it “is still in the business of introducing new and therefore potentially disruptive technologies,” Zuckerberg wrote. “We need to continue to make independent decisions about products in order to push technology forward.” Importantly those “will not be subject to the notice and comment or voting requirement,” he wrote. On balance, it’s a reasonable (and necessary) stance for a provider to take if its mandate is imagining the future, and then building it.

The current case gives an important example of when the “two” in Web 2.0 stands for second chance. What have we learned from this about-face? Being fast is good. Being right is better. Listening and developing policy iteratively may prove to be — in the end — the best. To Facebook’s credit, it regrouped quickly with a surprising second chance — one in which it remembers that conversation and community is based on two-way communication. When you’re Web 2.0, you have to act Web 2.0.

## Jurisdictions/Agencies:

California Environmental Protection Agency.....	9
County, Penn.....	40
Flint, Mich.....	40
Johnson County, Kan.....	28
Minnesota.....	20
Moreno Valley, Calif.....	28
National Association of State Chief Information Officers (NASCIO).....	20
National Institute of Standards and Technology.....	10
New Lenox, Ill.....	30
New York City Fire Department.....	10
Arkansas.....	12
Office of Management and Budget (OMB).....	20
Oregon Public Employees Retirement System (PERS).....	32
Philadelphia.....	40
Redmond, Wash.....	9
Sacramento, Calif.....	9
San Bernardino, Calif.....	28
St. Cloud, Minn.....	40
Washington, D.C.....	20
Wayne Township, N.J.....	36

## Vendors:

DataQuick.....	28
DigitalGlobe.....	14
Econolite International.....	40
ESRI.....	14
GeoEye.....	14
Google.....	14
HUD.....	28
Intel.....	42
Microsoft.....	9, 14, 28, 42
Optimum Lightpath.....	36
QAS.....	32
Zumbox.....	30

## Advertisers Index

ADT Commercial.....	35
Bearing Point.....	37
CDWG.....	26-27
CGI.....	39
Dell.....	51
Microsoft.....	52
New World Systems.....	33
NIC.....	2-3
Northrop Grumman.....	13
Panasonic Toughbook.....	29
Pitney Bowes.....	5
Qwest.....	25
Research In Motion.....	23
Sprint Nextel.....	7
TCPN.....	31
University Maryland University College...	17
U.S. General Services Administration.....	41
Verizon Wireless.....	45

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