



**The Commonwealth of Massachusetts
Office of the Government Innovation Officer
Inaugural Annual Report
October 30, 2013**

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INTRODUCTION

The Patrick Administration is tirelessly pursuing innovation in state government to improve service delivery to residents and to save taxpayer dollars. Significant strides were made in 2012, and the Government Innovation Officer continues to find innovative management and service delivery models.



Governor Deval Patrick

Deval Patrick was reelected to a second term as Governor of the Commonwealth of Massachusetts in November 2010, renewing his commitment to expanding opportunity and prosperity in Massachusetts.



Glen Shor, Secretary for Administration and Finance

Appointed in January of 2013, Glen previously served as Executive Director of the Massachusetts Health Connector Authority and oversaw the Commonwealth's official public health insurance Exchange.

THE GOVERNOR'S INNOVATION COUNCIL

The Governor's Council for Innovation, established in 2012 through [Executive Order 542](#), is composed of venture capitalists, founders of successful start-ups, technology specialists, innovation experts and leading academics from Harvard, MIT and the University of Massachusetts. The Council advises the Governor on the best opportunities for streamlining delivery of government services to people and businesses and improving government efficiency.



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*Chief Strategy Officer, Hewlett-Packard;
Board Member and Past Chair,
Mass Technology Leadership Council;
Bachelor's and Master's degrees in
Electrical Engineering, Stanford University*



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Diane Hessian

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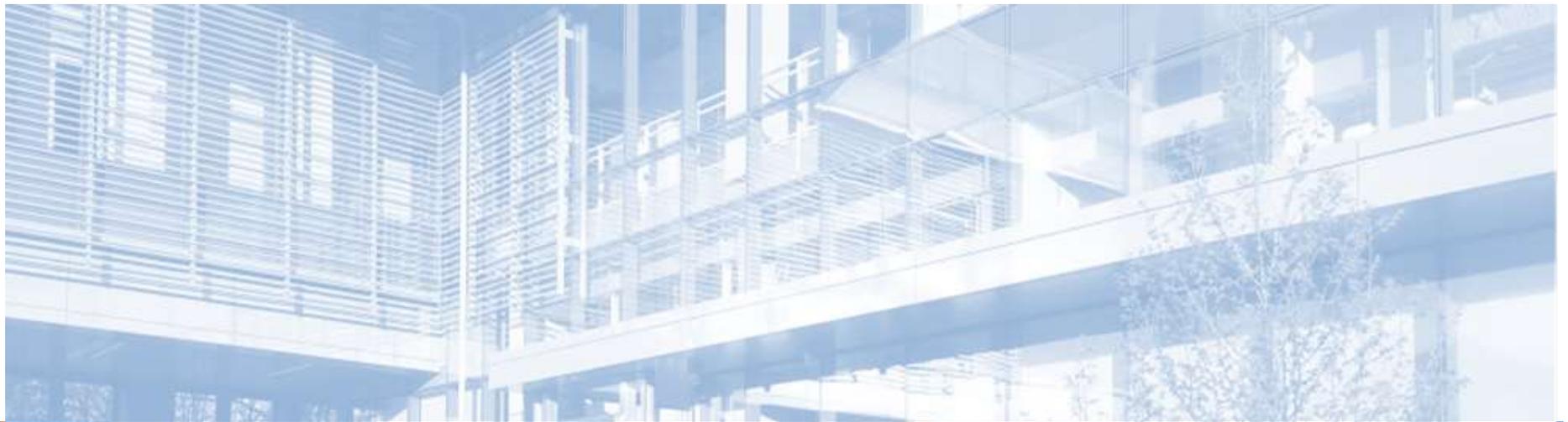
Andrew McAfee

Principal research scientist at the Center for Digital Business in the MIT Sloan School of Management; Ph.D., Harvard Business School, two Master of Science and two Bachelor of Science degrees, MIT



Bill Oates

Chief Information Officer, City of Boston; J.D. and LL.M in Global Technology Law, Suffolk University



Jim O'Neill

*Chief Information Officer, HubSpot;
Bachelor's degree in Electrical
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Phil Swisher

*Senior Vice President, Head of
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Bachelor's in Economics, Williams
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MISSION STATEMENT

The Office of the Government Innovation Officer (OGIO) was established for and is dedicated to:

- using cross-boundary coordination to improve the internal efficiency of government operations and the customer-service experience of external stakeholders including individuals, businesses and local governments;
- identifying, proposing financing for and governing execution of high-impact business change projects;
- projecting and monitoring the cost and savings impacts of change initiatives; and,
- overseeing the identification of technology-infused business savings initiatives and efficiencies as required by Executive Order 542.

Together, the Governor's Council for Innovation and OGIO advance the use of and investment in transformative information technology to improve effectiveness and efficiency while demonstrating fiscal responsibility and empowering agencies to strengthen service delivery, thereby enriching the quality of life for Massachusetts' residents.



THE GOVERNMENT INNOVATION OFFICER

The Government Innovation Officer (GIO) took office in July 2012 to advise the Governor on identifying, funding and managing execution of high-impact innovation projects to streamline the delivery of government services to people, businesses and local government in order to improve government efficiency.



Tony Parham

Tony Parham has 30-plus years' experience of business and technology leadership across a wide range of business sizes, from startups to large enterprises. Educated at the Massachusetts Institute of Technology (Bachelor of Science Degree in Computer Science and Master of Science Degree in Management from the MIT Sloan School of Management) and the University of Southern California (Master of Science Degree in Computer Science), his career has bridged the private, not-for-profit and public sectors.

FY2013 Activities

1. Assessed needs and "opportunities for innovation" among the Commonwealth executive branch agencies;
2. Created guiding principles (the 10 A's), which articulate innovation themes for inclusion in all activities and projects;
3. Identified, supported and implemented an initial set of [innovation projects](#) to advance the Commonwealth innovation agenda;
4. Conducted training sessions through various formats and media to communicate the importance of innovation and to propagate "innovation DNA" throughout the Commonwealth executive branch; and,
5. Created innovation communication channels across Social Media platforms to promote Commonwealth innovation activity.

LISTENING TOUR FINDINGS

In an effort to identify opportunities for innovation, the Government Innovation Officer (GIO) conducted a listening tour across the Commonwealth's eight secretariats and several quasi-public agencies. The GIO met with leadership teams and key decision-makers to determine common business inefficiencies, areas of customer dissatisfaction and processes with long cycle-times.

Participants provided over 200 comments and suggestions, which the GIO then reviewed to develop initiatives that could be scaled across multiple agencies, and to prioritize initiatives with a high business impact.

The Office of the Government Innovation Officer initiated or supported 13 projects in FY13 which are covered in this report.

10 A'S OF AN INNOVATIVE ORGANIZATION

To orient the Commonwealth toward success, the GIO proposed that agencies may attain the goals of [Executive Order 542](#) and to shape constituents' experiences whether serving intra-, inter-, or extra-agency customers by striving to meet these 10 principles:

1. **Any time:** information and transactions 24x7x365
2. **Anywhere:** access beyond brick and mortar offices
3. **Any device:** from landlines to mobile devices and beyond
4. **Audience specific:** customer's language, not "government-speak"
5. **Audience engaged:** dialogues, not monologues
6. **All with "one voice":** continuity, consistency, coordination
7. **Apparent:** simplified transactions and interactions
8. **Agile:** perfect systems are never ready; deploy what works now; iterate quickly
9. **Alert:** notify customers pro-actively, unless they opt out
10. **Accessible and Open:** assistive-technology ready, transparent

SUMMARY OF ACCOMPLISHMENTS

After completion of the Listening Tour and determination of Year 1 priorities, OGIO worked with partners to implement near-term projects.

The Executive Office of Housing and Economic Development's One-Stop Business Portal project exemplifies the power of cross-agency teams. Key leaders collaborated to identify common needs and the most useful content among business constituents, especially *small* businesses, then worked with user-experience experts to ensure ease of navigation. Web developers iterated designs based on user groups' feedback. The result: in a few months, a [One-Stop Business portal](#) which simplified interactions between business users and the Commonwealth.

The Information Technology Division led a re-design which allows the [Mass.Gov](#) website to sense the screen width of a visitor's device, from desktop computers to smartphones. This "responsive" design optimizes content display and navigation features for close to a million mobile device users a month.

Throughout the year, the OGIO communicated the importance of innovation to Commonwealth leaders and stakeholders and proliferated "innovation DNA" throughout the executive branch using a variety of training sessions, an [innovation website](#), [Twitter feed](#) and a [blog](#), which was selected by *State Tech* magazine as a ["Must-Read" state and local tech blog](#).

INNOVATION PROJECTS OVERVIEW

The following pages provide a high-level overview of 13 projects. For each, we have provided the project's name, the agency or agencies involved, a brief description, the project benefits, the cost and funding sources and the status as of the date of this report.

Finally, the report indicates which of the 10 A's are, or will be, enabled for each project (see page 11 for [definition of the 10 A's](#)).

PROJECT: ONE-STOP BUSINESS PORTAL: www.mass.gov/business or www.mass.gov/smallbusiness

AGENCY(S): EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT
 MASS OFFICE OF BUSINESS DEVELOPMENT
 MASS PERMITTING AND REGULATORY OFFICE
 OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION;
 OFFICE OF SMALL BUSINESS AND ENTREPRENEURSHIP;
 EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
 DEPARTMENT OF REVENUE
 INFORMATION TECHNOLOGY DIVISION
 OPERATIONAL SERVICES DIVISION
 EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT
 EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY
 OFFICE OF THE ATTORNEY GENERAL

INNOVATION CROWDSOURCING TOOL
 (aka OPEN INNOVATION SOLUTION)

ADMINISTRATION AND FINANCE;
 INFORMATION TECHNOLOGY DIVISION

DESCRIPTION: Re-designed content and navigation for hundreds of Web pages to provide one starting point for efficiently facilitating business interactions with the state to ensure current and clear information to meet businesses' needs

A commercially available Crowdsourcing and Innovation Management Tool will allow posting and sharing of ideas, knowledge management and curation. Ideas collected from small or large groups can be efficiently and effectively filtered, shaped and expanded

BENEFITS: Version 1.0 Customer-centric content organization
 Version 1.1 Additional modifications to content
 Version 2.0 Permitting and Licensing wizard

Facilitates identification and sharing of "innovation opportunities" throughout the Commonwealth while promoting a "culture of innovation" from front-line service providers to government leaders.

COSTS: Version 1 and 1.1: \$50-\$150K
 Version 2: TBD

\$530K for FY14

STATUS: Version 1.0 launched March, 2013
 Versions 1.1 and 2.0 TBD

Initial deployment November, 2013



PROJECT: WWW.MASS.GOV/INNOVATION

AGENCY(S): ADMINISTRATION AND FINANCE;
OFFICE OF THE GOVERNMENT INNOVATION OFFICER;
INFORMATION TECHNOLOGY DIVISION and MASS.GOV

DESCRIPTION: A Webpage, Blog and Twitter account which market innovation activities

- BENEFITS:**
- 2,421 Mass Innovation [homepage](#) views
 - 23 [Innovation blog](#) articles published
 - 3,658 blog article visits/reads
 - 2 newsletters pushed to 5,000+ subscribers
 - 200+ [Twitter](#) followers, 155 tweets
 - [Klout score](#)²: 40

COSTS: No new costs. Executed via existing resources.

STATUS: Named by [State Tech](#) magazine as a “Must-Read” [Gov 2.0](#) state and local blog. State Tech’s [citation](#) stated, “This blog serves as a model for other states to emulate.”

² Klout scores rate social media engagement and influence: 20 is average and 50 is in the 95th percentile.

What they were saying in the Twittersphere



The image shows a vertical stack of three tweets. The first tweet is from Andrew Hanelly (@hanelly) and says: "The government may have shut down, but these best-of-the-government-IT-blogs are still running strong. bit.ly/15LfzfG ht @jimmy_daly". The second tweet is from StateTech Magazine (@StateTech) and says: ".@Massinnov8 is an IT blog other states should emulate: goo.gl/ILRvBA via @StateTech". The third tweet is also from StateTech Magazine (@StateTech) and says: ".@MassInnov8 is one of a handful of active (and awesome) tech blogs maintained by state governments: ow.ly/pqmHm #mustreadblogs". The fourth tweet is from Brendan Ryan (@brendanbrendan) and says: "Here's a link to the article: bit.ly/16YMyfL - congrats to Tony and the team. Follow them now, thank me later: @MassInnov8".



PROJECT: OPEN DATA, DATATHON

AGENCY(S): EXECUTIVE OFFICE OF EDUCATION
DEPARTMENT OF EARLY AND SECONDARY EDUCATION (DESE)

DESCRIPTION: In partnership with [hack/reduce](#), data professionals collaboratively identify solutions to key problems identified by EOE, leveraging insights from EOE databases and external data sets

BENEFITS: Increased transparency; Potential innovative solutions from/for citizens.



COSTS: Negligible, but prizes might be beneficial (< \$10K)

STATUS: In August, 2013, a very productive design/planning meeting was held with DESE, OGIO, hack/reduce and White House innovation/education staff. Focus groups with key MA education entrepreneurs and innovators will be held in Fall 2013 to hone Datathon targets. Datathon event will be hosted shortly thereafter at hack/reduce's facility in Kendall Square.

ENHANCED EOHHS DATA WAREHOUSE

EXECUTIVE OFFICE OF HEALTH & HUMAN SERVICES;
INFORMATION TECHNOLOGY DIVISION

Enhance the Health and Human Services (HHS) data warehouse reporting capabilities to capture additional Federal Financial Participation (FFP) from the Center for Medicare and Medicaid Services (CMS).

Phase 1: \$9.8M one-time FFP realized;
estimated \$5.5M annual recurring FFP
Phase 2: \$1.4M one-time FFP will be realized;
estimated \$500K annual recurring FFP
Phase 3: will capture \$500K annual recurring FFP;
Phase 4: will capture \$1-\$2M annual recurring FFP
Total: \$11.2 M one-time FFP
\$ 6.1 - \$7.1 M annual recurring FFP

\$1.0 M

Phase 1 : January 2013
Phase 2: June 2013
Phase 3: TBD
Phase 4: TBD



PROJECT: E-CITATION

AGENCY(S): EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY;
REGISTRY OF MOTOR VEHICLES;
MERIT RATING BOARD (MRB);
ADMINISTRATION AND FINANCE

DESCRIPTION: Create a Motor Vehicle Automated Citation and Crash System (MACCS); equip State and municipal police vehicles with mobile data terminals; and, issue citations to reduce paper recordkeeping

BENEFITS: Reduce elapsed traffic-stop time, leading to reduction in injuries and deaths. Eliminate labor intensive record keeping. Savings achieved may assist in paying for mobile devices and additional municipal police training.

COSTS: \$19.5M (projected)

STATUS: Phase 1: Pilot through Fall 2013. Mass State Police training and Lowell crash reporting begin Sep 2013. Springfield, Pittsfield and Brookline are pending. MRB is validating citation data from Lowell.
Phase 2: December, 2013 through June, 2014

ONE-STOP GRANT INDEX FOR MUNICIPALITIES

ADMINISTRATION AND FINANCE

A new one-stop listing of all state grant programs for cities and towns

Municipal officials seeking opportunities to apply for state resources to support local initiatives will access a streamlined, easy-to-use interface without having to understand the state government's taxonomy.

No new costs. Executed via existing resources.

Initial index completed and undergoing user-interface improvements based on feedback.
Anticipated launch November, 2013



PROJECT: MYMASSJOBS

AGENCY(S): EXECUTIVE OFFICE OF LABOR & WORKFORCE DEVELOPMENT (EOLWD);
DEPARTMENT OF CAREER SERVICES;
INFORMATION TECHNOLOGY DIVISION

DESCRIPTION: Modernizing [JobQuest](#), the state online job placement portal, to meet the needs of the 21st century workforce and provide simplified user experience

BENEFITS: Phase 1: (Jan 2013) Increased postings from 40,000 to 100,000 jobs and deployed five mobile-formatted microsites for veteran, green, education, IT and health care jobs
Phase 2: (Jun/Aug 2013) Enhanced match algorithm, push notification
Phase 3: (TBD - seeking funding) Resume builder, Job builder features
Phase 4: (Concept stage, seeking funding) Career wizard tool

COSTS: \$500K annually for increased listings in Years 1 and 2

STATUS: Phase 1: Launched January 18, 2013
Subsequent phases: TBD

INNOVATION TRAINING AND OUTREACH

OFFICE OF THE GOVERNMENT INNOVATION OFFICER

Train Commonwealth employees and managers regarding importance of being innovative

Propagation of "innovation DNA" among employees

Certificate

No new costs. Executed via existing resources.

Nine Innovation sessions to 625 attendees
Agile Development training to 60 attendees
Recorded "Excellence in Leadership" segment for recurring HRD training
Periodic newsletter "pushed" to 5K+ subscribers



PROJECT: GIC HIPAA-COMPLIANT MAIL SYSTEM

AGENCY(S): GROUP INSURANCE COMMISSION (GIC);
INFORMATION TECHNOLOGY DIVISION

DESCRIPTION: Implemented a security enhancement for the GIC electronic mail system to allow email communications while ensuring sensitive and private information is protected.

BENEFITS: The security feature meets requirements for protecting information required under the Health Insurance Portability and Accountability Act (HIPAA) of 1996 while improving GIC's ability to communicate in a timely and cost-effective manner.

COSTS: No new costs. Executed via existing resources.

STATUS: Launched October 15, 2012

REVENUE MODELING TOOL

**ADMINISTRATION AND FINANCE;
INFORMATION TECHNOLOGY DIVISION**

Simplified Excel spreadsheet to model revenue scenarios pursuant to the Governor's FY14 budget proposal. Publicly accessible tool:
<http://www.mass.gov/governor/agenda/choose-growth.html>

Allowed constituents to more easily understand the Governor's proposed budget.

Within one month, the tool received:

- 3,340 views
- 1,790 downloads

\$2K

Deployed March, 2013



PROJECT: MASS.GOV RESPONSIVE DESIGN FOR MOBILE DEVICES

AGENCY(S): INFORMATION TECHNOLOGY DIVISION

DESCRIPTION: To accommodate a 123% increase in traffic by mobile device users, Mass.Gov deployed flexible architecture to automatically display content in a format optimized to a user's device's screen width.

BENEFITS: All the content which appears on the desktop version of Mass.gov is automatically optimized for viewing on mobile devices while retaining its accessibility for site visitors with disabilities.

COSTS: No new costs. Executed via existing resources.

STATUS: Deployed January 24, 2013

COMMONWEALTH SOCIAL MEDIA USAGE PROGRAM

**INFORMATION TECHNOLOGY DIVISION and MASS.GOV;
HUMAN RESOURCES DIVISION**

Program for agency legal counsel, chief information officers and human resource directors providing overview of:

- Most popular social media channels and methods used by the Commonwealth
- Social Media Participation Policy
- Related Legal Issues to Consider

Improves the Commonwealth's ability to communicate key activities to our constituencies by appropriately leveraging social media.

No new costs. Executed via existing resources.

Delivered March, 2013



OTHER OGIO ACTIVITIES

Israeli Innovation Procurement Day

A discussion with the Director of Economic Affairs for the Israeli Consulate General to New England led to the creation of a half-day event in partnership with the Executive Office of Housing and Economic Development, including the Massachusetts Office of Business Development (MOBD) and the Massachusetts Office of International Trade and Investment and the Operational Services.

Approximately 12 of the 130-150 Israeli companies operating in New England were briefed on various Commonwealth innovations and educated about the Commonwealth's procurement processes. The companies' representatives provided the Commonwealth with high-level overviews.

The program was very well-received by attendees, and MOBD has indicated potential interest in duplicating the program for the other 55 consular delegations in Massachusetts.

Key External Innovation Presentations

OGIO is occasionally asked to speak at external events to audiences who embrace innovation.

TieCON East 2013 (May)

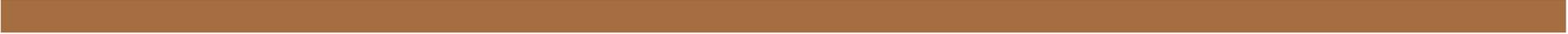
The GIO delivered a keynote presentation describing the Commonwealth's innovation agenda. TiEBoston is a chapter of global TiE (The Indus Entrepreneurs), “the largest not-for profit organization promoting entrepreneurship.” TiEBoston runs programs to educate, mentor, network and inspire entrepreneurs. Approximately 500 persons attended, of which 60% are founders, top executives at growth companies, venture capitalists and aspiring entrepreneurs.

DOD Hackathon

In cooperation with hack/reduce, the Department of Defense’s Natick Soldier RD&E Center (NSRDEC) held its first-ever hackathon. The GIO delivered a keynote presentation to kick off the event in the context of innovation in the Commonwealth. At the DOD hackathon, numerous teams competed to improved delivery of nutritionally sound meals in the battle field. Results (“submission gallery”): <http://combatfeedinghack.challenge.gov/submissions>

CodeForAmerica

The Boston Brigade of CodeForAmerica organized an event for the National Day of Civic Hacking. Joan Matsumoto, Deputy GIO, gave a keynote presentation describing the Commonwealth's innovation activities and vision.



COMMONWEALTH PROJECT SPOTLIGHT

Not all Commonwealth innovation is driven and managed through the Innovation Office.

In this section, we highlight key innovation activity which is occurring throughout Massachusetts state government.

Projects are driven by customer service requests, changes in federal law and efforts to replace processes and systems which are at the end of their lifecycle.

These are just a sampling of the many projects which are underway. The projects in the following pages do not represent every organization and do not represent any organization's entire project portfolio.

Executive Branch Agencies

Executive Office for Administration and Finance

Operational Services Division (OSD)

COMMBUYS Project

OSD is the Commonwealth's central procurement agency. Its legacy Comm-PASS procurement system generated significant customer satisfaction issues during OGIO Listening Tours. OSD leadership indicated that plans were already underway to replace Comm-PASS with COMMBUYS, a new electronic procurement system which will interface with the Commonwealth's financial system.

The e-Procurement Request for Response closed in September, 2012. A vendor has been chosen and the project team is working to deploy the new system in March, 2014 using a Software as a Service (SaaS) technology platform.

Executive Office of Energy and Environmental Affairs (EEA)

Energy and Environmental Information and Public Access System (EIPAS) Project

EEA, Department of Environmental Protection, Department of Conservation and Recreation, Department of Fish and Game, Department of Energy Resources, Department of Public Utilities, and Department of Agricultural Resources seek to deploy EIPPAS to integrate business processes, focus on end user needs and promote online collaboration and information sharing among the Commonwealth's Energy and Environmental Agencies, regulated businesses and individuals, energy and environmental stakeholders, and the public.

EEA will use Administration and Finance Capital funds to conduct the procurement, which is pending.

Executive Office of Education (EOE)

EDWIN Analytics and EDWIN Teaching and Learning (ET&L) Projects

In cooperation with the Department of Elementary and Secondary Education, the Department of Higher Education, the Department of Early Education and Care, all 400+ MA School Districts and 80,000 educators, EOE has used \$15M in federal grants to launch EDWIN Analytics and ET&L to help educators in the classroom as well as District administrators.

Both are part of the Race to the Top initiative (RTTT) to improve student achievement and improve poorly performing schools. ET&L is a cloud-based Instructional Improvement System (IIS) which allows educators with online tools to:

- develop MA and Common Core standards-based curriculum maps, units and lesson plans and access an array of digital materials and resources to aid in classroom instruction;
- access high-quality, rigorous Model Curriculum Units to enhance education effectiveness; and,
- create and deliver interim and formative assessments for students and track their progress in the classroom, allowing for more individual instruction and intervention.

Combined with the longitudinal perspective in Edwin Analytics, these tools help teachers close the "achievement gap," especially in schools where educational performance is behind higher performing schools. With timely, vital information and tools from Edwin and ET&L, teachers can help students achieve a high quality education. Finally, teachers can use these tools to make informed decisions about improving education practice and to provide educational experiences that foster excellence.

Edwin Analytics is currently being rolled out to teachers and school districts for the coming school year and is preparing to develop its fourth release sometime in Spring 2014. ET&L was piloted in school districts this past year and is being rolled out for MA RTTT schools for the coming school year.

Executive Office of Health and Human Services (EOHHS)

Health Information Exchange (HIE) project (Mass HIWay)

This project deploys software and related services to offer health care participants and providers a means to securely exchange patient-consented clinical information between them and submit required clinical registry data to state agencies like Department of Public Health.

This system enables progress toward better health for the population, better health care and lower costs. For example, emergency department physicians may obtain a patient's health care information from their customary provider. In addition, HIWay will smooth transitions of care from a hospital to a nursing home by ensuring transfer of all pertinent clinical information in a timely manner.

Mass HIWay went live October 16, 2012 on time and under budget. Governor Patrick participated in the "Golden Spike" event that sent his personal health record from Mass General hospital to Baystate Medical Center in Holyoke along with similar ground breaking transactions between 10 other healthcare organizations. Since then, additional Health Information Exchange functionality has been released at various times over the past year. Development will continue for the next 18 months. Over 1.4 million healthcare transactions have occurred and over 100 organizations are in various stages of adoption.

Substantial funding support came from the federal Medicaid agency (CMS).

Phase 1 (2012-13) costs were \$21.3M with \$16.9M coming from Federal Financial Participation (FFP). Phase 2 (2013-14) projected costs are \$25.8M with \$18.7M FFP coming from a combination of Medicaid Management Information System (MMIS) and American Recovery and Reinvestment Act (ARRA) funds. The balance is funded by private and commercial contributions and state funds.

EOHHS and the Commonwealth Health Insurance Connector Authority

Health Insurance Exchange and Integrated Eligibility System (HIX/IES)

EOHHS, MassHealth and the Connector Authority will develop HIX/IES so the state can provide an Affordable Care Act (ACA) compliant, real-time health insurance exchange for citizens and further build upon Massachusetts' already-high, nation-leading rate of health insurance coverage. The comprehensive system will seamlessly cater to all residents, regardless of income level and provide health plans to both the subsidized and non-subsidized.

IES will also provide a base for multi-agency support for means-based, real-time eligibility determination. IES will allow the Commonwealth to comply with requirements under ACA to determine eligibility and to enroll residents in Medicaid. As an expansion state, most new enrollees will qualify for 75 percent Federal Financial Participation (FFP) beginning on January 1, 2014 and this will gradually increase through 2017. FFP contribution levels will reach 90 percent for new enrollees by 2018 and remain there permanently.

The total cost is projected at \$92M (\$76M federal and \$15.7M state). The state share will be paid for through an IT Capital Bond Lifetime Request of about \$12 M, with the balance coming from other state funds.

Release 1: October, 2013 provides essential functions for an ACA-compliant HIX

Release 2: December, 2013 adds real-time Medicaid eligibility support

Final release: Mid-2014

Our development method will allow reuse by other states looking for an ACA-compliant HIX/IES system.

Massachusetts Department of Transportation (MassDOT)

Registry of Motor Vehicles (RMV) Division

Registry of Motor Vehicles Modernization (RMVM) program

Replaces the RMV and Merit Rating Board operational system and transforms the agencies' business processes. The vision leverages new technology to improve the customer experience, increase public safety and security, and offer both agencies the flexibility to meet the demands of a changing world. The scope of this \$133.5M project is reflected not only its ambitious business goals, but in the staggering number of partners involved.

Key Agencies: MassDOT; Mass Highway; MBTA; Information Technology Division; Executive Office of Public Safety and Security; Secretary of the Commonwealth; Department of Revenue; Mass Trial Courts; Department of Public Utilities; Department of Environmental Protection; Office of the State Comptroller; Department of Transitional Assistance; State Treasurer; Department of Public Health; Board of Appeals; Division of Insurance; and, New England Organ Bank.

Key Partners: Mass Tax Assessors; Automobile Insurance Companies and Agents; Mass Auto Dealers Association; Electronic Vehicle Registration Service Providers; Mass Bankers Association; Mass Motor Transportation Association; National Safety Council; Professional Drivers Education Association; Mass Municipal Association; Ignition Interlock Vendors; American Association of Motor Vehicle Administrators; American Automobile Association (AAA); and, Automobile Insurers Bureau.

Next Activity: Task Order 1 – General System Requirements and Proof of Concept March 2013 – April 2014. Gather and document the high level requirements and build the future state business models through the use of Joint Application Requirements (JAR) sessions and process modeling tools.

Develop an overall plan for the Program, assess Requirements, conduct an in-depth Service Oriented Architecture (SOA) assessment and develop an SOA roadmap. Develop base functional capability and infrastructure (including security and run-time governance) in a “sandbox,” i.e., test environment.

Highway Division

Real Time Traffic Monitoring (RTTM) System

MassDOT's Highway Operations will implement RTTM based on the successful test of travel time displays along the Massachusetts I-93 corridor in 2012. RTTM will cover over 675 miles of Interstate and State Highway including the entire Boston metropolitan area and points west. RTTM continuously calculates and displays travel time estimates between key interchanges to indicate the distance and minutes required to travel 5 to 10 miles further down the highway.

This first-in-the-Nation system uses low-cost Bluetooth technology, is owned by the state, uses dedicated roadside signs, encompasses an entire major metropolitan area and provides real time .xml data feeds to developers for Regional Transit Authorities, traffic cameras, existing RTTM, travel times, roadway events, RMV branch wait-times and more through <http://www.massdot.state.ma.us/DevelopersData.aspx>. This data will be provided free to developers to spur innovative smart phone apps, benefitting the traveling public.

Deployment is anticipated on Cape Cod in April of 2014 and will then expand to other locations until final completion of all corridors in December of 2014. The statewide deployment will consist of over 200 signs and over 250 Bluetooth sensors.

Funding sources will include Federal Highway Administration (FHWA)/Congestion Air Quality (CAQ) and state funds.

Rail & Transit Division

The Massachusetts Bay Transportation Authority (MBTA) is undertaking six major innovation projects.

MBTA-realtime

Integrate real-time information for different MBTA modes and service alert information into one front-end, based on emerging standards for third-party developers. Build on success of MBTA open-data projects to promote development of third-party applications that integrate predictions for all modes, as well as service alert data, giving end users richer data than previously possible and easing the shift from one transit mode to another.

Phase 1 (service alerts) and Phase 2 (API) launched summer 2013. Phase 3 (real-time information) to launch by end of 2013. Costs are covered by a \$1M state grant.

Subway countdown

Display predicted arrival time of subway trains on existing LED signs at Red, Orange and Blue Line stations using new in-house prediction software and modified sign software. One of the most-requested customer service improvements, countdown signs let customers make smarter travel decisions and make their trip more pleasant by providing the assurance that their train is on its way.

All stations operational as of Summer 2013, except Charles/MGH, pending hardware change (Fall 2013). Cost is \$450K in MBTA operating funds for sign software modification. In-house resources developed prediction software at no additional cost.

Green Line Tracking

Track Green Line train positions (both above and below ground) using GPS and transponders to meet customers' ever-growing requests for real-time countdown information and to empower dispatchers to make better decisions with improved service management tools.

Specification for GPS solution will be offered in Fall 2013. Funding comes from a \$13M state grant.

Rail & Transit Division [continued]

Daily Operations Resource Management (DORM) System

This project seeks to improve service reliability by transforming – through automation and process improvement – the way the MBTA assigns personnel to work in bus and subway operations.

MBTA operations managers can deliver more reliable service, more cost-effectively, by better managing work assignments, overtime and the work-picking process.

The first phase of DORM is to implement a system called HASTUS DAILY, which will manage day-to-day operations of personnel and vehicles in bus operations. January, 2015 is the scheduled roll-out of HASTUS DAILY to our first pilot garage, Southampton. The implementation at the other six districts will be completed by September, 2015.

Funding comes from a \$1.9M federal grant.

MBTA Mobile Ticketing (mTicket)

The MBTA introduced mTicket, the first-in-the-nation mobile ticketing capability, in November, 2012. Customers now purchase and activate Commuter Rail (with soon-to-be-released Special Event Ticketing) and Boat tickets from their android or smart phones. This summer, the mTickets became available for the new Cape Flyer trains.

Mobile ticketing provides commuters with a quick and easy way to purchase and use tickets and creates a reduction in the dependence on fare vending machines and staffed ticket counters. This reduces overhead costs and infrastructure, while providing commuters more efficient means to manage ticket purchases. Conductors more efficiently perform ticket validations onboard, which leads to consistent revenue collection and reduced cash handling.

mTicket is in a 12-18 month pilot phase and will be bid out for full development at the end of 2013. The pilot program has demonstrated tremendous customer acceptance and satisfaction. As of August, 2013, mTicket revenue has surpassed \$10M with over 1 million tickets sold. Over 143, 000 customers have downloaded the mTicket application and made 500,000+ transactions to purchase tickets. mTicket sales for the Commuter Rail have nearly equaled those sold from Fare Vending Machines in just nine months and 50% of Cape Flyer tickets are mTicket sales. Pilot project costs are covered by a transaction fee associated with ticket purchases with mTicket vendor Masabi.

Rail & Transit Division [continued]

MBTA System-Wide Radio 800 MHz Upgrade Project

MBTA's IT Division will upgrade from 400 MHz systems to 800 MHz for 2,360 mobile and 1,700 Portable radios used to support Red, Blue, Orange and Green lines and Bus operations, along with Engineering and Maintenance functions to meet FTC communications standards and State of Good Repair. This includes updating above and below ground infrastructure such as adding transmission capability to the John Hancock Tower, along with validating and updating underground transmission capability. Note that T-Police are migrating to the Statewide Radio System (COMIRS) to ensure synchronized public safety communications.

This project will result in improved radio coverage above and below ground with equipment that is in a State of Good Repair. Operations Call Center feedback during the initial phase included comments like, "Crystal Clear Communication in remote Green Line locations." This is a positive impact to not only daily operations, but overall safety for riders and employees.

Over 90% of radios have been installed and/or distributed with completion scheduled by the end of September, 2013. John Hancock Tower went live in June and final verification is in process and will complete in September 2013 with improved transmission capability throughout the MBTA system. Bus Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) function will be live out of the John Hancock Tower in September. By the end of November all underground verification and upgrades will be completed, closing this multi-year project.

Funding is provided through a federal grant.

Quasi-Public Agencies

Massachusetts Life Sciences Center (MLSC)

In 2008, Governor Patrick announced a 10-year, \$1-billion MLSC initiative to further enhance and strengthen the state's internationally recognized leadership in life sciences through a strategy that brings together industry, academic research hospitals and public and private colleges and universities to coordinate this effort, spur new research, strengthen investments, create new jobs and produce new therapies for a better quality of life. The initiative focuses on funding, planning, research, development and commercialization to ensure a comprehensive statewide strategy.

MLSC is in the midst of three significant innovation projects:

International Partnership Assistance Portal (IP-ap) Allows Mass-based and international companies to seek partnerships with life sciences companies. Over 170 companies are registered, representing 31 Massachusetts municipalities, other states and 18 other countries. Phase 1 launched November 27, 2012 at a cost of \$14,500. Future phases to be determined.

Customer Relationship Management System Improves the Center's effectiveness following business leads and managing communications and serves as a report generator for interagency sharing, including agencies like the Mass Office of Business Development. Deployed in May, 2012 (FY12) at a cost of \$17,500.

Internship Challenge Program-Host Company Portal Allows over 280 Massachusetts life sciences companies to source talent among college students and recent graduates for paid internships subsidized by MLSC. Over 2,200 applications were submitted for review by registered companies during the last round. The cost was approximately \$10K and the portal is enhanced regularly based on user feedback.

OGIO NEXT STEPS

We are pleased to see significant progress in advancing the innovation agenda for the Commonwealth. There is much more to be done. In Fiscal Year 2014 and forward, we anticipate additional achievements, including, but not limited to:

Adoption of the Innovation Crowdsourcing Tool

In Fall 2013, we expect a new wave of ideas and approaches from sources *throughout* a broad cross-section of the Commonwealth to cultivate innovation DNA throughout state government.

Increased Use of Mobile Devices

Many more state services will be re-imagined to effectively leverage the capabilities of powerful and ubiquitous smart phones.

Leveraging Open Data

Lessons learned through the Department of Elementary and Secondary Education Datathon activities will lead to insightful Open Data activities in other Commonwealth sectors.

Improved Cross-Agency Coordination

More opportunities to provide a single face to citizens will emerge based on successful work across agencies.

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Front cover: Innovation can begin with a single idea. (Image: © Saad Faruque. Reprinted with permission: [CC BY-SA 2.0](#))

Page 2 Seal of the Commonwealth of Massachusetts

Pages 3-7, 9: All portraits provided by the individuals.

Page 3: The Zakim Bridge in Boston combines an innovative cable-stayed and asymmetrical, cantilevered design to support ten lanes. (Photo: David Fox for Massachusetts Office of Travel and Tourism).

Page 6: DNA strands highlight the growing innovations in Massachusetts' burgeoning life-sciences industry. (Photo: © Duncan Hull. Reprinted with permission: [CC BY-SA 2.0](#))

Page 5: Springfield Data Center, the Commonwealth's second datacenter. (Photo: ITD website)

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(R) Crowd (Image: Kattekra. OpenClipArt.org. Reprinted under Public Domain.)

Page 15: (L) Webpages (Images: www.mass.gov/innovation and www.statetechmagazine.com)
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Page 16: (L) Binary Digit People (Image: © ktsdesign. Reprinted with permission: 123RF Stock Photo [Standard RF License](#))
(R) Binary data stream (Image: © 2010 Jeff Golden. Reprinted with permission: [CC BY-SA 2.0](#))

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(R) Calculator, spreadsheets and eyeglasses (Image: © Ken Teegardin. Reprinted with permission: [CC BY-SA 2.0](#))

Page 20: (L) Desktop device, Tablet device, Mobile Device (Image: © Tooroot. Reprinted with permission: [CC BY-SA 3.0](#))
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Continuous Innovation for a More Productive Commonwealth