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Overview

The Office of the Government Innovation Officer (OGIO) operates within MassIT, the Commonwealth's lead state agency for information technology, 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 initiatives and making business within the Commonwealth more efficient as required by [Executive Order 542](#).

OGIO advances the use of and investment in transformative information technology to improve effectiveness and efficiency of state government. The Government Innovation Officer (GIO) empowers agencies to strengthen services delivery, there-by improving the quality of life for Massachusetts' residents. The following pages provide an overview of the initiatives of the OGIO and innovation in the Commonwealth. Additionally, sample innovative projects from other Executive Branch agencies are highlighted.

Introduction

The Patrick Administration is focused on pursuing innovation in state government in order to improve service delivery to residents and to save taxpayer dollars. The Government Innovation Officer continues to find and drive the use of innovative management and service delivery models.



Governor Deval Patrick



Glen Shor
Secretary for Administration
and Finance



Bill Oates
Commonwealth Chief
Information Officer (CIO)

Governor's Council for Innovation

Established in March 2012 by Governor Patrick, the Governor's Council for Innovation is composed of innovation experts and entrepreneurs who support innovation across state government. Each council member helps the Commonwealth find opportunities to make targeted investments in new technology which will improve service delivery.



Mohamad Ali

Chief Strategy Officer, HP;
Board Member and Past Chair
MA Technology Leadership
Council



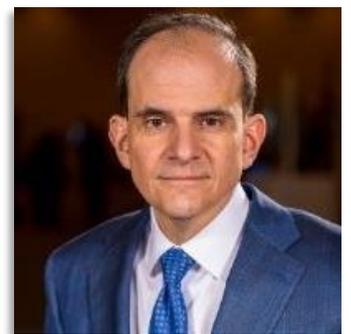
Jeff Bussgang

General Partner,
Flybridge Venture Capital;
Senior Lecturer,
Harvard Business School



Marla Capozzi

Senior Leader and Expert
Global Innovation Practice
McKinsey & Company



Art Dorfman

National Vice President,
State & Local Government
and Education SAP



Naomi Fried

Chief Innovation Officer,
Innovation Acceleration
Program; Boston Children's
Hospital



Jane E. Fountain

Professor, Political Science
& Public Policy, UMass
Amherst; Founder and
Director National Center for
Digital Government



Diane Hessian

President and CEO,
Communispace



Andrew McAfee

Principal Research Scientist,
Center for Digital Business,
MIT Sloan School of
Management



Elaine Kamarck

Lecturer, Public Policy
Harvard University, John F.
Kennedy School of
Government



Bill Oates

Commonwealth Chief
Information Officer,
Massachusetts



Jim O'Neill

Chief Information Officer,
HubSpot



Phil Swisher

Senior Vice President, Head of
Innovation,
Brown Brothers Harriman

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 has 30-plus years' experience of business and technology leadership across a wide range of business sizes, from startups to large enterprises. His career has bridged the private, not-for-profit and public sectors.

In keeping with his mission to enhance state government through innovation, the GIO has developed these 10 A's as [guiding principles](#)¹ for all government functions.

The GIO's Ten A's

- 1 Any time
- 2 Anywhere
- 3 Any device
- 4 Audience specific (...and FAST!)
- 5 Audience engaged
- 6 All with "one voice"
- 7 Apparent
- 8 Agile
- 9 Alerts
- 10 Accessible and open

¹ <http://www.mass.gov/anf/commonwealth-innovation/government-innovation-officers-gio-10-as.html>

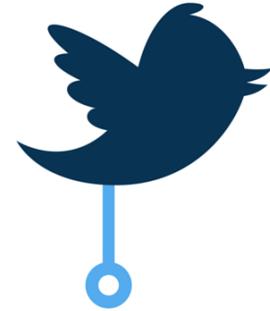


7 Commonwealth of Massachusetts Innovation Fellows (CMIF) joined OGIO.

21 Innovative startups applied to the MassIT Government Innovation Challenge to win up to \$50K.



iCatalyst launched **6** sites to spark innovation and collaboration for the Human Resources Division (HRD), the Department of Transitional Assistance (DTA), the Department of Revenue (DOR) and the Division of Banks (DOB).



@massinnov8 increased followers by **66%**



iCatalyst had **850+** unique people contribute, view or vote on innovative ideas to improve state government.

Mass Innovation Blog received **500+** unique visitors a month.

The Pew-MacArthur Results First Initiative



has analyzed over **40K** anonymized data points on population attributes and costs from across the criminal justice system to identify the most cost-effective programs to reduce recidivism.



The Mass EduData Challenge

gave **3** data analysis/visualization teams awards for creating valuable insights from anonymized public education data from **1M** students, **80K** educators and **1,924** schools across **420** school districts in **351** municipalities.



Office of the Government Innovation Officer (OGIO)

iCatalyst

iCatalyst

iCatalyst is a cloud-based tool created and used by the Commonwealth to spark innovation within its secretariats and agencies. The tool creates secure, password-protected communities where peers can interact with one another through idea challenges.



In Idea Challenges, an executive sponsor poses a question to a defined audience to gather information, ideas or solutions. The audience for each challenge is a community, which can be comprised of internal employees, external constituents, or both.

iCatalyst's easy-to-use user interface is similar to that popularized by many leading social media tools. Community members vote and comment on solutions proposed by others. Comment threads enable collaborative feedback, allowing for replies both to ideas and to other comments. iCatalyst uses algorithms to automatically calculate approval ratings for each idea and tallies votes, page views and comments to identify the most popular ideas. These idea-ranking metrics are used to generate "leaderboards" displayed to the users of the community. Leaderboards help organizers of the challenge to easily see which ideas are gaining traction. Top ideas are passed onto a team of agency experts. These experts review the ideas and ultimately decide which to choose and implement.

With iCatalyst, agencies can eliminate many of the logistical difficulties, which may accompany traditional efforts to engage employees, constituents and stakeholders. The application is securely available 24/7 via any internet-connected computer or mobile device.

In FY14, OGIO launched 6 iCatalyst sites for the Human Resources Division (HRD), the Department of Revenue (DOR), and the Division of Banks (DOB). iCatalyst made it easier for employees to understand their work. “The iCatalyst tool provided the Division of Banks with a new approach to obtain staff input and collaborate on the agency’s strategic direction,” said Commissioner of Banks David Cotney.

For more information, testimonials, videos and FAQs, please visit the Commonwealth [iCatalyst](http://www.mass.gov/iCatalyst/) webpage².

The Mass EduData Challenge



From Left: Eric Hamby, Tim Jacobs and Rob Rolleston of Xerox; David Lago and Christopher Buck; and GIO Tony Parham

The Mass EduData Challenge, an education-centered civic hacking competition, challenged participants to create valuable insights by leveraging anonymized public data sets maintained by the Department of Elementary and Secondary Education (DESE). The event, part of the Governor’s Mass Big Data Initiative, was organized in partnership with DESE, OGIO, and the

² <http://www.mass.gov/iCatalyst/>

Massachusetts Technology Collaborative. Mass EduData Challenge teams diligently worked to aggregate, analyze, and visualize the DESE educational datasets, with the goal of enhancing educational tools and outcomes. The multi-week open data competition announced the winners at an Award Ceremony at Cambridge-based big-data hacker space, [hack/reduce](#)³.

A team representing Xerox created an [interactive map tool](#)⁴ to visualize and compare Massachusetts's educational data sets with U.S. Census data. Users can view the maps with comparisons such as SAT scores versus income. The tool won in two categories: "Most Visually Compelling" and "Crowd Favorite."

Another team created an API (application programming interface) and collected the educational data into a [single database](#)⁵. The API makes it significantly easier for developers to create useful applications with the DESE- supplied data. The contributions from this team won them the "Collaborative Data Contribution" prize.

A team of five City Year members created [an interactive visualization](#)⁶ to view data on girls' achievement in STEM⁷ education. The tool helps users explore the participation and performance of girls in STEM education across the Commonwealth, including detailed visualizations of participation in AP exams along with [MCAS](#)⁸ science, technology and engineering data. The team was awarded the "Best Use of Data" prize.

The Mass EduData Challenge was successful in bringing together government and developer communities to generate insights into educational data and to suggest future development directions. The Mass EduData Challenge awardees were also profiled by [WBUR](#)⁹.

The Executive Office of Education has a pending project to incorporate the learnings from the Mass EduData Challenge into a redesign of the [school district profiles](#)¹⁰, to make the profiles more visually intuitive and understandable to the public.

³ <http://www.hackreduce.org/>

⁴ https://services.open.xerox.com/WebApp.svc/Mass_EduData_Challenge/

⁵ <http://massedu.info/>

⁶ <https://public.tableausoftware.com/profile/emanoppo#!/vizhome/MassEduDataChallenge/Overview>

⁷ STEM is an acronym referring to the academic disciplines of science, technology, engineering, and mathematics.

⁸ Massachusetts Comprehensive Assessment System: <http://www.doe.mass.edu/mcas/overview.html>

⁹ <http://learninglab.wbur.org/tag/mass-edudata-challenge/>

¹⁰ <http://profiles.doe.mass.edu/>

Agile Commonwealth Transformation

Under the auspices of the Patrick Administration and the direction of the GIO, the Agile Scrum project management methodology is being adopted to guide projects across the Commonwealth.

This management framework is frequently used in software development projects for organizing highly effective teams. Scrum is the most common agile method; it assists in adaptive planning and encourages rapid and flexible response to change. This framework helps teams to quickly make decisions, and to dynamically adjust the course of development during a project.

In the Agile Scrum project management methodology, a project is organized into “sprints.” During sprint planning, the project team creates a prioritized list of tasks known as a “sprint backlog.” Each sprint is allowed an amount of time (generally 2 to 4 weeks) in which the project team aims to complete a segment of the sprint backlog. Over the course of the sprint, the team meets regularly to share progress updates. At the conclusion of each sprint, the team meets to review their work. The project team repeats this process iteratively, always focusing on the highest value tasks.

In 2014, OGIO created an overall plan for a phased transition to Agile, including team training, coaching and certification of Agile Scrum Masters. Initial early-adopter projects have been identified, with enterprise-wide adaption of Agile for appropriate projects expanding through FY16.

Commonwealth of Massachusetts Innovation Fellows (CMIF) Program

The goal of the CMIF program is to nurture and grow a culture of innovation among Commonwealth employees and to meet state agency demands for highly qualified resources to address complex, high-impact issues. The CMIF program will also help to increase the pipeline of innovative talent coming into the Executive Branch.

Each year the program will select Innovation Fellows to address opportunities identified by state agencies for innovation and improvement. Innovation Fellows are assigned for a term of up to one year, and each will focus on implementation of a key project.

Members of the inaugural class of Innovation Fellows are focused on improving IT procurement, publishing open data, enhancing user experience, developing shared video services, reducing criminal recidivism, increasing municipal digital learning, and developing Massachusetts geographic information systems.

Members of the Inaugural Class of Innovation Fellows



From top left: Monique Bertic, Sienna Svob, Harlan Weber, Mariko Davidson
From bottom left: Heather Doney, Adolph Dubose, Nicole Porter

Improving IT Procurement

The IT procurement improvement project, led by innovation fellow Adolph DuBose, targets the streamlining of technology procurement into a faster and more effective process. This reform will also expand the variety of contractors working with the Commonwealth, especially enhancing the participation of small, innovative technology firms.

As part of this effort, the Commonwealth partnered with MassChallenge for the [MassIT Government Innovation Competition](#)¹⁰. The Commonwealth plans to implement a pilot of the winning project from the competition.

Prior to his role as Innovation Fellow, Dubose had 12 years of professional experience in several domains, including the military, engineering, entrepreneurship, nonprofit management, and public administration.

Leveraging Open Data

Innovation Fellow Mariko Davidson leads the open data initiative for the OGIO. Throughout the duration of her term, she will conduct civic engagement and outreach events to facilitate open data use. She is identifying and prioritizing data sets that can be publicized and leveraged, while ensuring that no Personally Identifiable Information (PII) is included. The largest foundational task includes the creation and pilot implementation of an open data portal which will serve as a customized central access point for publicized data sets. Davidson is working to prepare for the launch of the 2015 Commonwealth Open Data portal with data visualization capabilities and other features which make public data more easily understood and leveraged.

In addition to her open data objective, Davidson will also work to enhance the CMIF program for future classes of Innovation Fellows.

Davidson is an urban planner and civic-focused intrapreneur¹¹ with seven years' experience in the international, non-profit and public sectors.

¹⁰ <http://blog.mass.gov/innovation/changing-the-way-government-does-business/massit-government-innovation-competition-engages-startups-2/>

¹¹ An "intrapreneur" is an "internal entrepreneur" who works *within* a large firm or "enterprise," using entrepreneurial skills to launch new initiatives to benefit the enterprise.

Enhancing Constituent User Experience

Harlan Weber's task as an Innovation Fellow focuses on improving the user experience (UX) for various state websites and processes. His contribution will help the Commonwealth's services become easier to understand and use by all constituents.

In FY15, he will craft high-quality user experiences for the eLicensing Portal and public housing waitlist apps, and provide general design support for other CMIF and MassIT projects. Additionally, he aims to increase the overall understanding of UX design methodologies throughout the Commonwealth's project teams and broadly share how optimized UX techniques can deliver increased value to Commonwealth citizens and agencies.

Weber is a UX designer and researcher with ten years of experience in creating useful web interfaces. He is also the founder and co-organizer of Boston's Code for America Brigade: a volunteer group of civic-minded developers and designers who help to leverage technology for use in the public sphere.

Developing Shared Video Services

Innovation Fellow Nicole Porter is tasked with creating digital video content and shared services to help state agencies ensure that communication with constituents is impactful through media formats consistent with the expectations of today's "digital citizens."

Porter will work toward expanding one agency's small, internal video studio into an enterprise-wide resource to enhance digital communications across all Commonwealth's agencies. She will address this task by deploying a suite of asset management and productivity tools to optimize creativity and collaboration for the studio and its Commonwealth clients.

Additionally, she will increase staff levels and elevate media services' visibility with an internal Commonwealth marketing campaign to make agencies aware of our creative and production capabilities.

Prior to her fellowship, Porter spent more than two decades on the forefront of content marketing. She has built and managed successful content marketing programs with globally respected corporate clients.

Reducing Criminal Recidivism

In her role as Innovation Fellow, Monique Bertic is working with the Executive Office of Public Safety and Security (EOPSS) on the Pew-MacArthur Results First Initiative. Their collective goal is to identify the most cost effective programs to reduce criminal recidivism in the Massachusetts Criminal Justice System using evidence-based program development.

In FY15, Bertic will identify key recidivism trends and cost-benefit analyses of programs based on her review of the Pew-MacArthur Results First data sets. The information will be presented with the criminal justice system and various constituent groups using contemporary data visualization tools. Bertic will subsequently meet with other Secretariats to share lessons learned.

Bertic has over 25 years' experience in partnering with governmental agencies, not-for-profit organizations, businesses and academic institutions to develop prevention, education and research programs which translate into evidence-based policy initiatives for major societal and health issues.

Increasing Municipal Digital Learning

Heather Doney's CMIF project operates in partnership with the Executive Office of Education (EOE) and MassIT to create the Office of Municipal and School Technology. This joint EOE/MassIT effort will assist schools and districts across Massachusetts with their technology acquisitions, enable educators to adopt digital learning in the classroom and improve standards for online assessment.

Doney is responsible for policy research, stakeholder outreach, and team planning to help with the design and implementation of this project.

Before becoming an Innovation Fellow, Doney served with AmeriCorps VISTA (Volunteers in Service to America) and also co-founded the Coalition for Responsible Home Education.

Developing Geographic Information Systems and Data Visualization

Sienna Svob is responsible for leading the Geographic Information Systems (GIS) and data visualization project. In her role, Svob will assess the Commonwealth's current GIS capabilities, develop and execute tactical plans to increase the use of GIS in the Commonwealth and generate a strategic plan to improve agency adoption of GIS and GIS-related data visualizations. Throughout her fellowship, she will collaborate with similar projects related to open data and data visualization to produce a set of tools which will permit the Commonwealth of Massachusetts to transform the way it engages constituents, businesses, residents, tourists, and other Commonwealth agencies.

Prior to her fellowship, Svob was an intern with the Commonwealth's office of Geographic Information (MassGIS) where she worked on the state's Next Generation 911 project. Svob has collaborated with McGill University, the Canadian Space Agency, the National Research Council of Canada, Costa Rica's Center for High Technology (CENAT) and Costa Rica's Ministry of Natural Resources and Environment (MINAE) for numerous GIS and remote sensing projects.

Part of OGIO’s mission includes encouraging and supporting innovation across all agencies within the Commonwealth. This section of the report highlights innovative initiatives which various Secretariats have implemented.

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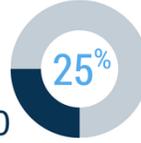
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Mass It’s All Here Blog
 MassJazz Guide Digital Version



Global Warming Solutions Act (GWSA) mandates 25% emissions reduction from 1990 level by 2020



Edwin Analytics will inform educational decision-making in over **400** Massachusetts school districts

@massgov
40K+ followers on twitter



MDPHnet merges over **1.2M** health records to predict diseases and health risks



Mass.gov receives 4M visits per month

Community Innovation Challenge Program has funded **74** unique projects involving **242** cities



Mass Hlway has enrolled **202** licensed Mass healthcare providers in the first statewide Health Information Exchange



COMMBUYS eProcurement system will yield an estimated **\$2.5M** in annual savings

MassDOT received **500+** entries for the #DOTspeak sign contest

USE YAH BLINKAH!

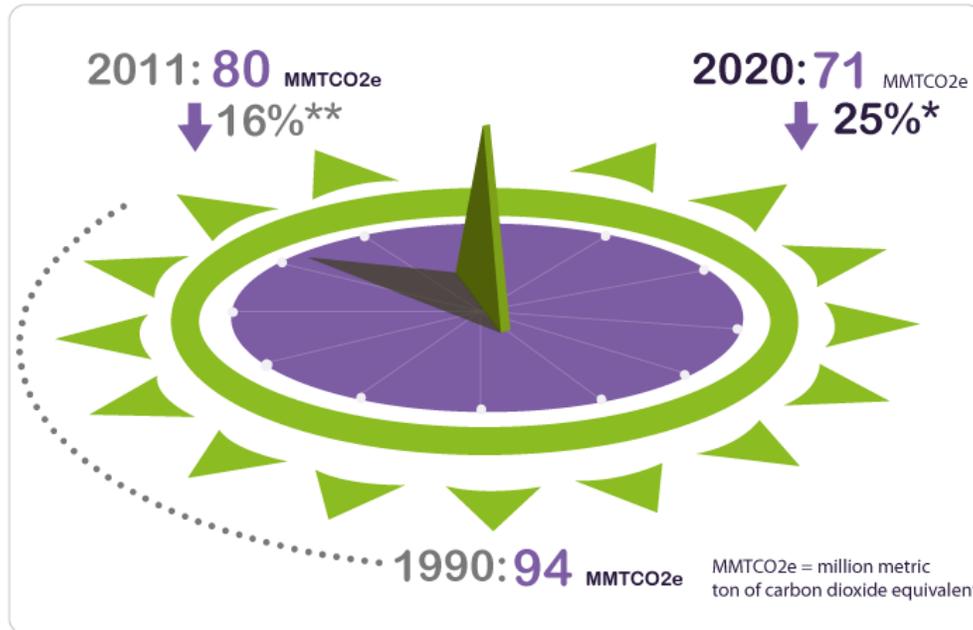


Department of Conservation and Recreation streamlines online system for parking tickets, predicted to increase revenue by **\$100k**

Executive Office of Energy and Environmental Affairs (EOEEA)

Global Warming Solutions Act (GWSA) Phase I

The Global Warming Solutions Act (GWSA), signed by Governor Patrick in August 2008, outlined a plan for reducing heat-trapping emissions to safer levels (identified by scientists) with the goal of avoiding the worst effects of global warming. GWSA mandates a reduction in emissions from all sectors of the economy to reach a target of a 25% reduction of the 1990 level of Greenhouse Gas (GHG) emissions by 2020 and an 80% reduction by 2050.



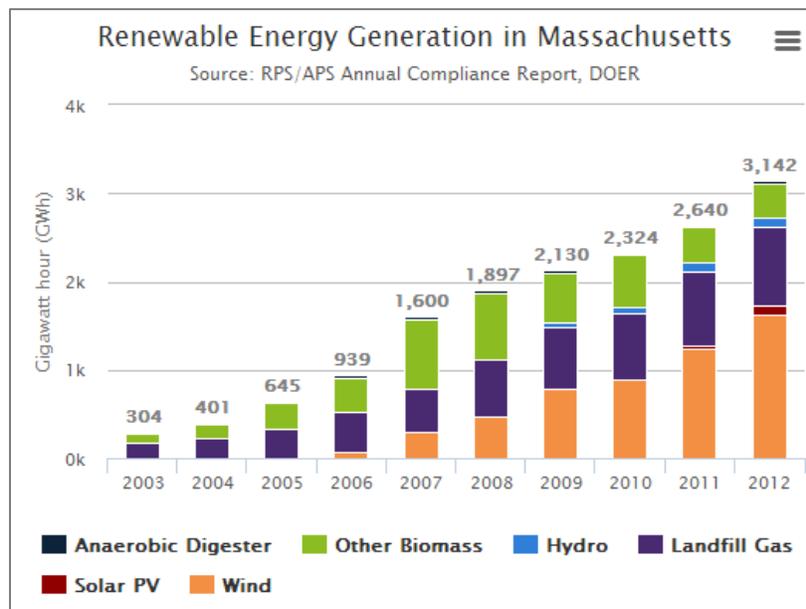
* Percentage Reduction below 1990 baseline level

** Source: MassDEP (2014). Massachusetts Annual Greenhouse Gas Emissions Inventory

EOEEA implemented a GWSA tool which tracks carbon reduction. GWSA is a first-in-the-nation system to support our work aimed at reducing greenhouse gas emissions. To support this important work, 27 policies and strategies are being implemented and 130+ projects are underway, entailing tracking of ~600 environmental indicators.

To track, measure, and report on this work to a wide range of stakeholders, EOEEA launched a sophisticated cloud-based GWSA performance management system and a public-facing dashboard. This allows for a centralized database and public-facing dashboard to measure success to meet the Governor’s 2020 mandate to reduce carbon emissions in the Commonwealth.

Individuals can access this interactive [GWSA dashboard](#)¹² on the mass.gov website in order to track the progress in each sector. The dashboard includes charts, graphs, statistics, milestones and updates.



The GWSA tool was also named as a finalist by the National Association of State Chief Information Officers (NASCIO) in the 2014 State IT Recognition Awards and is serving as a model for other states.

Phase 1 of the GWSA tool was implemented in November 2013. All expenses for GWSA are funded and vetted by the Barr Foundation. The cost of Phase 1 totaled \$130,000.

¹² <http://www.mass.gov/eea/air-water-climate-change/climate-change/massachusetts-global-warming-solutions-act/>

The Department of Conservation and Recreation (DCR) Parking Tickets Management

DCR implemented a streamlined system for managing parking tickets and revenue received from parking ticket payments. Drivers who receive a parking ticket issued by DCR can now pay their tickets by visiting the DCR Parking Ticket System webpage. The site conveniently and securely accepts major credit cards and PayPal payments. Additionally, drivers are able to appeal a parking ticket through the same website.

Prior to this system, tickets that went unpaid were difficult to track and DCR was unable to collect the revenue. The system was implemented in August 2013, and the cost of the streamlined system is recovered from the parking ticket revenue.

<u>Ticket Number</u> (CLICK OR SCROLL DOWN FOR INSTRUCTIONS):	<input type="text"/>
State (WHERE THE VEHICLE IS REGISTERED):	-----Select a State/Region----- ▼
Plate Number (WITHOUT SPACES OR PREFIXES):	<input type="text"/>
<input type="button" value="Continue"/>	<input type="button" value="Cancel"/>

Executive Office of Education (EOE)

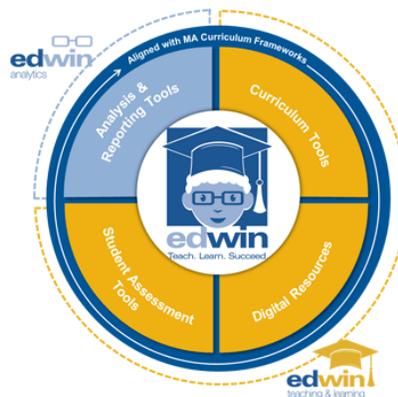
Edwin Analytics

The Commonwealth of Massachusetts Department of Elementary and Secondary Education (DESE) collects data from school districts for reporting and policy analysis. However turning that data into information, which can improve educational outcomes, is a common challenge. To address that challenge and to support Governor Patrick’s top-level education goal, the Massachusetts Executive Office of Education (EOE) launched the secure and [FERPA](#)¹³ compliant Edwin Platform which is comprised of Edwin Analytics and Edwin Teaching and Learning.

Edwin Teaching and Learning is an instructional improvement system which provides:

- curriculum units and maps;
- assessment item banks; and
- digital content, including Learning Media from the Public Broadcasting System (PBS).

These tools for educators and policy makers are intended to help students improve and reach their achievement goals, and help to close the “achievement gap.” Edwin securely connects 80,000 educators, from state agency analysts to classroom teachers, with near real-time information about students in close to 2,000 public schools. More than 20 data sources are integrated in Edwin.

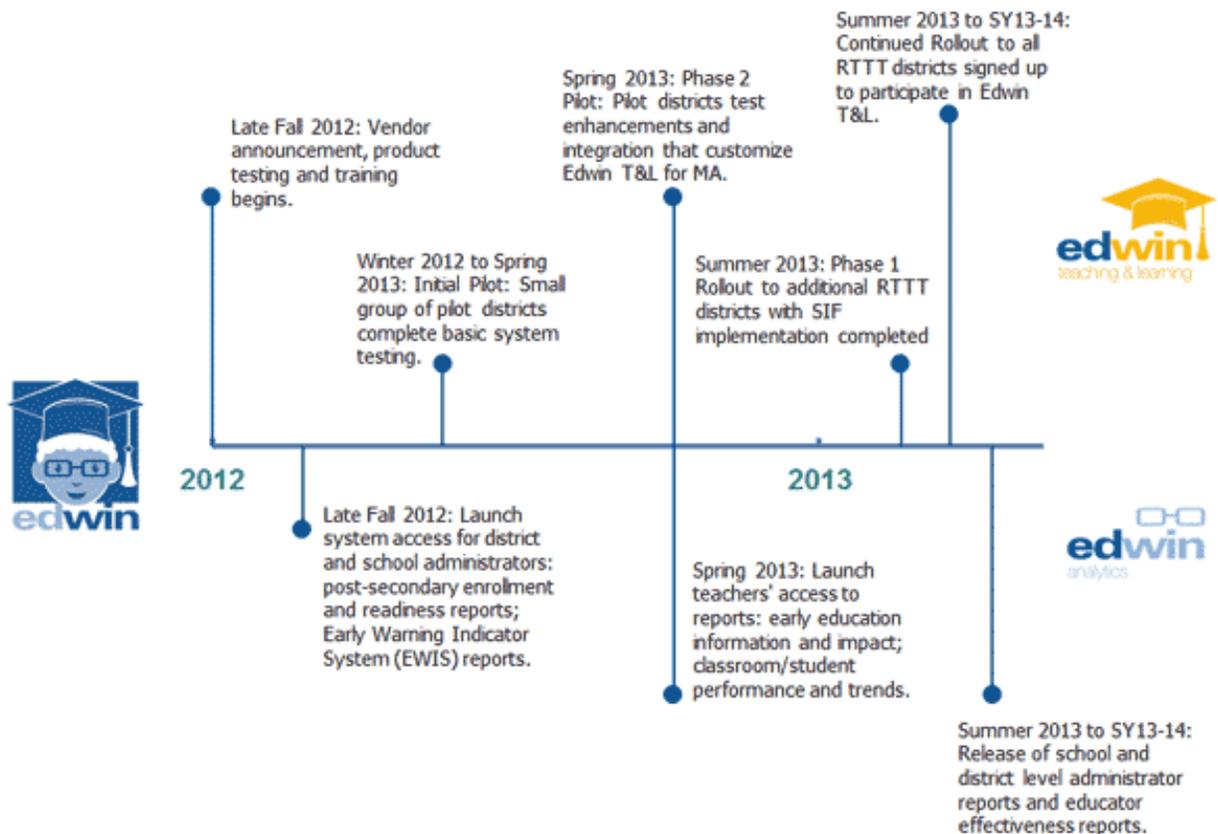


¹³ FERPA is the Family Educational Rights and Privacy Act, <http://www2.ed.gov/policy/gen/quid/fpco/ferpa/index.html>

Edwin's functionality enables quick, easy creation of 60+ parameter-driven reports. Educators get a more comprehensive view of student trends, performance, and outcomes than ever before via a single system. These resources also support adult programs (to better prepare for college and the workforce while also influencing drop-out recovery work).

Using Edwin, classroom teachers, principals, professional support personnel and district leaders are able to access data from a wide range of sources. The sources include attendance, course enrollment, the student's growing acquisition of new knowledge, skills and abilities, and college matriculation. The platform will also offer educators access to compelling print and multi-media resources (aligned with current Massachusetts learning standards), which can improve educators' practices and programs.

For more information, visit the [Edwin page](#)¹⁴ on mass.gov.



¹⁴ <http://www.doe.mass.edu/edwin/>

Department of Elementary and Secondary Education (DESE)

Schools Interoperability Framework™ (SIF)

SIF is the first, largest and most implemented open global standard for seamless, real time data transfer and usage in education, created as part of the Federal Race to the Top initiative. The Department of Elementary and Secondary Education (DESE) has, for the last 20 years, collected data from all Massachusetts school districts through a labor-intensive file preparation and batch file upload process. Since the data is only collected several times per year, the data is not current enough to support the needs of teachers and administrators who need up-to-date information on their students for improving and tailoring teaching approaches and analysis.

There was a need to put near-real-time actionable student data in the hands of our educators and the SIF project has accomplished just that. The project required technical interfaces with large education applications, such as Edwin Analytics and Edwin Teaching and Learning. Students can be “claimed” for federal funding purposes on the day they arrive from another state or another school district, rather than waiting for a one-year reconciliation process.

As a result, districts will spend less time and effort manually processing quarterly batch uploads. In addition, data quality will be improved because educators will know instantly when they have entered incorrect information into their Student Information Systems (SIS). Educators and administrators will be well positioned to exchange data between districts and have student records moved to the new school at the time the student registers, eliminating the copying, faxing and mailing of records. The framework has been deployed and rolled out to over 400 Massachusetts school districts.

Executive Office of Health and Human Services (EOHHS)

Massachusetts Health Information Exchange: Mass HIway

The EOHHS Health Information Exchange (the “Mass HIway”) uses customer service to securely exchange health information between qualified healthcare organizations. With patient consent, health information (including clinical registry data) travels between the care team to the Department of Public Health. This meaningful exchange of information can enable the Commonwealth’s care community to positively influence care coordination and delivery, avoid readmissions and medical errors, reduce administrative costs and duplicative testing, enhance communication among providers, increase patient engagement and improve public health reporting and analytics.

The Mass HIway is the first statewide Health Information Exchange (HIE) funded by the federal Medicaid Agency Centers for Medicare and Medicaid Services (CMS). It went live with Direct Messaging services in October 2012. By the end of FY14 the Mass HIway had enrolled 202 Massachusetts licensed healthcare providers with over 2.6 million transactions exchanged over the secure network among 159 connected organizations. Preliminary usage analyses indicate a 2,469% increase in provider-to-provider care communication and coordination, 131% increase in public health reporting to the Massachusetts Department of Public Health (DPH), 41% increase in case management and 35% increase in quality reporting over a three-month period.

In January 2014, the Mass HIway demonstrated new Query & Retrieve services through simulated medical encounter with guests Governor Deval Patrick, EOHHS Secretary John Polanowicz, and key leadership of EOHHS and hospitals. By querying the Relationship Listing Service, the emergency department clinician was able to (1) locate other healthcare organizations at which the patient had received care and given consent to share information and (2) use the Mass HIway Clinical Portal to send a secure, electronic medical request to each organization. The result was an avoidance of a potentially dangerous allergic reaction, elimination of duplicative testing and quicker diagnosis. The Mass HIway is working with four select early adopters to develop best practices in implementation, consent, and operations in order to offer scalable solutions for future customers.

Department of Public Health

Massachusetts Department of Public Health Network: MDPHnet

An electronic health record (EHR) is a digital version of a patient's paper chart. The records are in real-time and can be sent instantly and securely to authorized users. EHR data can contain medical history, diagnoses, medications, treatment plans, immunization dates, allergies, radiology images as well as laboratory and test results. EHR systems can thus potentially revolutionize communicable disease surveillance because of its prompt retrieval by medical experts.

MDPHnet is a surveillance system of ambulatory care, based on real-time EHR data from multiple clinical practices in Massachusetts. This system is a database that shares and codes patient figures for analysis. Access to these primary care electronic health records (of over 1.2 million Massachusetts residents) are granted to trusted Massachusetts networks.

This digital capability improves health observations and medical event reporting to MDPH, making diagnosis and treatment more efficient. MDPHnet will also improve collaboration between healthcare providers by eliminating the possibility of miscommunication while also expediting medical processes. Analytics also allow a deeper exploration into the organization and opportunities within the healthcare sector.

MDPHnet establishes a platform through which MDPH and Massachusetts League of Community Health Centers (MLCHC) staff and community providers can access population health reports that are timely and useful.

Predictive Modeling for Fraud Detection at MassHealth

Massachusetts's Medicaid Management Information System (MMIS) underpins the work of our MassHealth program, which processes approximately 65 million claims per year across a network of 40,000 providers in the course of delivering health care coverage to 1.4 million residents. In an effort to augment MassHealth's post-payment review process, EOHHS needed a proactive system which could detect and prevent waste and abuse before it could occur.

In July 2012, the Commonwealth contracted a vendor to integrate a predictive modeling solution into our existing MassHealth system. The solution is founded on technology capable of deploying algorithms and analytical processes to examine claims (by member, provider, service and other attributes), with the goal of identifying and assigning an alert and risk score which prioritizes claims for further review.

The system analyzes a wealth of data not previously accessible through one tool, including public information, state data, federal data, state's master death file and the Office of Inspector General's provider exclusion list.

As claims enter the MMIS, they are checked against rules, which allow for automatic payment, denial or suspension for review. The system flags suspicious or high-risk claims and re-directs them to specialized analysts who review each claim and provider via an interactive web-based interface.

If reviewers determine the claim is legitimate, it is approved and released back into the system for prompt payment. If reviewers determine the claim should be denied, they attach a "denial reason" code for tracking and reporting to minimize future fraud. However, if fraud is detected, EOHHS works collaboratively with state investigators and law enforcement to seek resolution.

By implementing MMIS, the Commonwealth created a strong system which incorporates both prevention and timely post-payment recovery.

Executive Office for Administration and Finance (EOANF)

Operational Services Division (OSD)

COMMBUYS (eProcurement)

In 1997, the Commonwealth launched a new web-based bid solicitation system called Comm-PASS. At the time, it was considered cutting edge. However, as time progressed, Comm-PASS no longer met customer demand. Accordingly, the Operational Services Division (OSD) sought to create something new.

OSD began by looking at the procurement process from a customer perspective and brainstormed how they could create a market center. The goal of the project was to increase the number of businesses which offer products and services to the Commonwealth, while simultaneously attracting more purchasing from across all Massachusetts government organizations (including non-executive branch agencies).

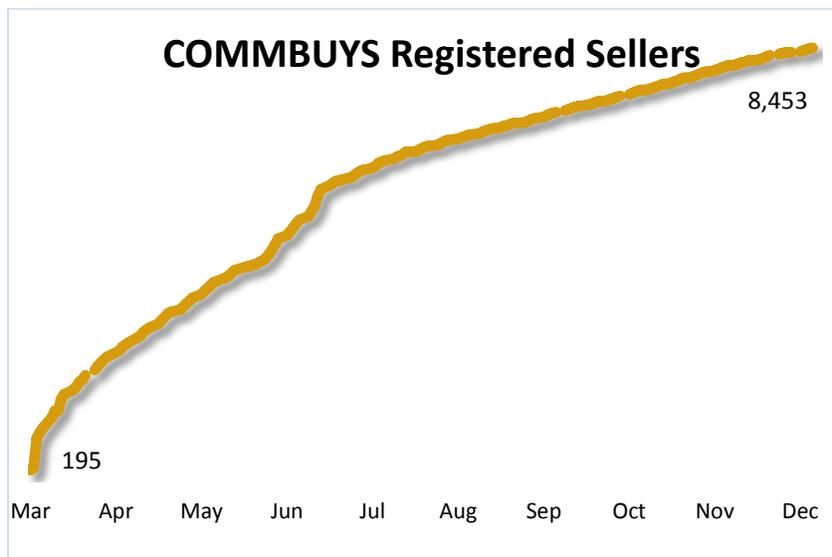
To realize this vision, OSD implemented COMMBUYS, a state-of-the-art electronic procurement system, which is modernizing the way the state procures goods and services. COMMBUYS came online in March 2014, on time and under budget, replacing Comm-PASS, which was retired at that time.

As an eProcurement solution, COMMBUYS improves process efficiency, increases organizational effectiveness, facilitates collaboration with suppliers and optimizes control over demand and spending. The net result is 100% spend visibility and 5-20% savings in overall spend. With the 1% admin fee policy, OSD expects to generate \$7.2M in additional annual revenue by 2020 (compared to 2013 revenue). Volume discounts due to consolidation are expected to yield \$2.5M in annual savings. Operationally, COMMBUYS reduces the average requisition-to-order cycle by two thirds, eliminates invoice overpayments, eliminates tax overpayments, reduces fraud and frees purchase staff time for more strategic issues. The project was funded with \$36.8M in Capital Funding, which will be repaid from Administrative fees received from COMMBUYS transactions.

COMMBUYS has fundamentally changed the business experience for buyers and sellers. For buyers, COMMBUYS enables both end-to-end bid (procurement) management, and also implements online catalog purchasing from “blanket” statewide contracts. The online bid management capabilities of COMMBUYS revolutionize purchasing, since the *entire* process can now happen online, including: bid development/approval, publication to vendors, receipt of quotes (responses), evaluation of quotes and bid award. For sellers, COMMBUYS represents a single environment, available at no cost, in which they can make their products and services available to Massachusetts government entities from the Berkshires to the tip of Cape Cod.

COMMBUYS Phase II will focus on implementing an interface between COMMBUYS and Massachusetts Management Accounting and Reporting System (MMARS), the state’s accounting and reporting system. This interface will enable electronic invoicing, payment and funds availability inquiries.

COMMBUYS strengthens the public sector’s buying power and creates a larger business opportunity for all sellers by assembling a buyer community from all levels of local and state government.



COMMBUYS’s registered sellers have grown, on average, 1% every week since March 2014 through December 2014.

Community Innovation Challenge Grant Program (CIC Grants)

One of the core components of the Commonwealth's innovation strategy is to encourage a culture of innovation at all levels of government. Community Innovation Challenge (CIC) Grants are competitively awarded to municipal governments who seek to change the way they do business. The Patrick Administration first launched the CIC program in 2011 to incent innovative practices at the municipal and regional level. This program is one more example of the kind of reforms the Patrick Administration has made, in challenging fiscal times, to make government more effective and efficient. The CIC grant program provides incentives, such as technical assistance and training.

Projects were chosen based on their innovative new strategies, feasibility of successful implementation, potential for the greatest impact, cost savings (or other tangible benefits), project timeline speed and potential applicability to other local governments. Each chosen project can serve as a blueprint for similar programs in other municipalities, and several projects are seeking to grow by adding more communities to their existing programs.

In February 2014, Secretary Shor announced funding for 37 new projects in 206 cities and towns across the Commonwealth. (In the three-year history of the CIC program, 242 cities and towns, or 69 percent of all municipalities, have participated in at least one CIC project.) Boston was the first to lead one of the funded projects as well as the enhancement and expansion of the Commonwealth Connect mobile application. This mobile-enabled application allows residents in participating municipalities to easily report quality-of-life issues to their municipal government using their smartphones.

Another CIC project was called "Connecting the Dots: Public Access, Cloud Accounting, and Security." Connecting the Dots hosts an affordable, integrated financial suite of software for town assessors, tax collectors, treasurers and accountants to use in service of local town governments. The Town of Washington, on behalf of the Community Software Consortium (CSC), led the project. CSC is composed of 67 communities from throughout Massachusetts. The \$128K CIC project grant funded the completion of a system, which could financially benefit small and medium Massachusetts towns, and included:

- Real Estate public access system
- A remote IT backup and security system
- Cloud-based accounting and treasury models
- Integration to accept data from any real estate appraisal system for any municipality

Funding for a fourth round of the CIC Grant program was announced in August 2014.

For more information on the CIC grant and its funded projects, please visit:

www.mass.gov/anf/cic¹⁵.

Interagency Data Services (IDS)

The Interagency Data Services (IDS) concept was successfully piloted with the Office of the Commissioner of Probation and the Administrative Office of the Trial Courts in 2014. The IDS service was introduced to 102 courthouses across the Commonwealth and is currently being used by over 200+ end users for the purposes of conducting poverty verifications.

The pilot successfully validated the proposed method of accessing data through a computerized service call. Key insights gleaned from the pilot led to plans for a more efficient data model at the Department of Revenue (DOR) to support future demand. In addition, a small, dedicated team of business analysts was identified for DOR, to provide assistance in developing business rules.

The project is currently focused on supporting the courts, while simultaneously building the appropriate infrastructure for a reusable service to support other state agency business partners. DOR and MassIT are working with the Small Business Purchasing Program (SBPP) to collaborate with the Department of Transitional Assistance (DTA) to determine how the agencies can benefit the determination process.

¹⁵ <http://www.mass.gov/anf/cic15>

Pay For Success

Pay for Success (PFS) is an innovative way to provide social services whose goal is to pay for demonstrated success, rather than paying for the promise of success. To accomplish this, governments can partner with nonprofit service providers and intermediary financing organizations to tackle some of society's most challenging problems.

In January 2014, Governor Deval Patrick announced the launch of the nation's largest financial investment in a Pay for Success initiative. This initiative is designed to improve outcomes for hundreds of at-risk young men who are in the probation system or leaving the juvenile justice system. The program's success will be measured based on reductions in the number of days young men spend in jail and improvements in their employment and job readiness. The Commonwealth will repay funders only if an initiative is proven to produce positive societal outcomes and savings for the Commonwealth.

In August 2014, the Patrick Administration announced the apparent successful bidders for another PFS initiative which will bring Adult Basic Education programs to more adults across the Commonwealth with the goal of helping individuals make successful transitions to employment, higher wage jobs and higher education. Massachusetts is the first state in the nation to pursue PFS contracts for Adult Basic Education.

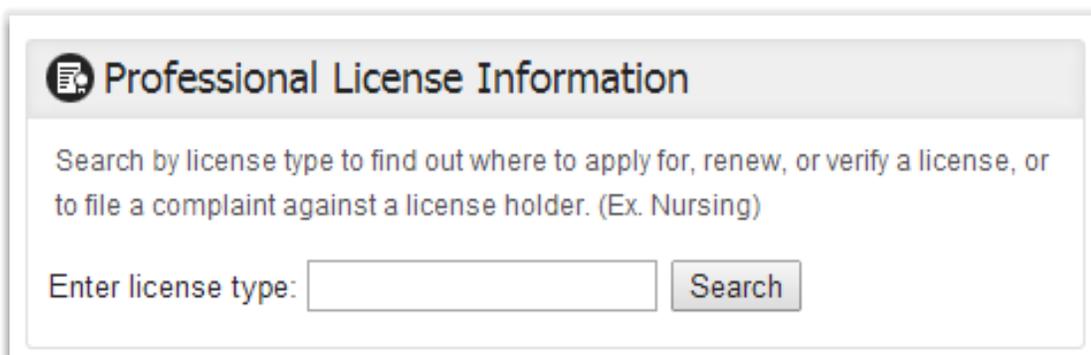
PFS contracts allow governments with limited resources to expand innovative social programs and only pay for those that actually make a difference. By using PFS contracts to expand access to Adult Basic Education programs, the Commonwealth is taking steps to increase opportunities for adults to gain the skills they need to gain employment and contribute to a growing Massachusetts economy.

As the PFS project explores how to transition participants to employment, higher paying jobs, and higher education, the Commonwealth will achieve increased tax revenue and savings from reduced reliance on safety net services and reduced incarceration costs.

Mass.gov Improvements

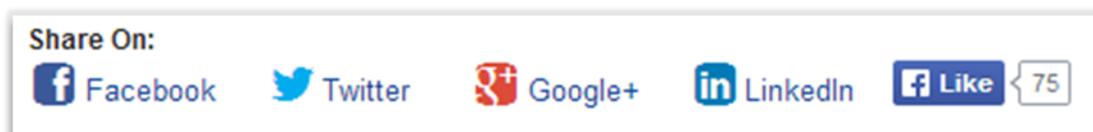
Mass.gov is the Commonwealth's official website, and receives approximately 4 million user visits per month. The site is a central source of information for Massachusetts's citizens and businesses. In FY14 MassIT has made a number of improvements and updates to Mass.gov to improve the user experience:

- "Portalized" the three courts of the judicial branch. This brings the three separate judicial websites onto the central mass.gov "portal" so that the user sees a consistent branding and user experience. During the process, judicial website content was also streamlined, eliminating unnecessary or redundant information. As a result, the total number of judicial webpages was decreased by 50%.
- Launched a widget used across agencies which allows users to easily query licenses, such as nurses' licenses or fishing and hunting licenses. The widget directs users to additional information, including the licensing organization, application information, and license renewal information.



The screenshot shows a widget titled "Professional License Information" with a document icon. Below the title is a search instruction: "Search by license type to find out where to apply for, renew, or verify a license, or to file a complaint against a license holder. (Ex. Nursing)". At the bottom, there is a text input field labeled "Enter license type:" followed by a "Search" button.

- Implemented a social media "sharing bar" to enable visitors to post Mass.gov content to the most popular social media platforms.



- Deployed a feedback module to enable visitors to indicate in real-time whether information sought appeared as expected. The information collected through these surveys allows the Mass.gov team to identify web pages that are in need of improvement.

Did you find the information you were looking for on this page? *

Yes

No

If “No,” please tell us what you were looking for in 100 characters or less:*

We use your feedback to help us improve this site but we are not able to respond directly. Please do not include personal or contact information. If you need a response, please locate contact information elsewhere on this page or in the footer.

Send Feedback

Mass.gov Feedback Module

Mass.gov Traffic Statistics

- In June 2013, Mass.gov received 3M visits, 21% of this traffic came from mobile devices.
- In June 2014, Mass.gov received 3.8M visits, 30% of the traffic came from mobile devices.
- Year over year, overall site traffic to Mass.gov increased by 26%, and mobile traffic increased by 81%.

Mass.gov Social Media

The @MassGov twitter handle is a major outlet for the mass.gov team to share information with Massachusetts's citizens and businesses. Followers of the @MassGov twitter handle have grown by 84% in FY14. The Mass.gov blog is another important outlet for informational content and received 124,000 page views in FY14. Traffic from social media platforms to Mass.gov rose by 16% (FY13 to FY14).



The Mass.gov social media team organized an Energy and Environmental Affairs (EEA) [Twitter Town Hall](#)¹⁶ on Earth Day to gain social media traction for environmental affairs. As a result, 447 total tweets mentioned #EarthDayMA (including retweets) totaling 2.8 million timeline deliveries/impressions across the Twittersphere. 172 constituents participated in the Twitter town hall, either by asking a question or by retweeting information presented.

To increase effective social media use in the Commonwealth, the Mass.gov team began working to implement a “centralized service” business model. Still in its early stages, a team of Mass.gov social media analysts began writing tweets and blog posts for Energy and Environmental Affairs (EEA), Health and Human Services (HHS) and Labor and Workforce Development (LWD) with other secretariats to be on-boarded in 2015.

¹⁶ <https://www.hashtags.org/platforms/twitter/guide-to-starting-a-twitter-town-hall/innovation-challenge-grant/>

Massachusetts Department of Transportation (MassDOT)

Registry of Motor Vehicles (RMV) Division

RMV Call Center Virtual Hold Technology

Virtual Hold technology, deployed by RMV in January 2014, provides callers with estimated wait time. Using this information, callers have the option to receive same day callback or schedule an appointment in the future (up to 5 days out) rather than waiting on the phone while in a call queue. The caller can then choose to wait on hold, or be placed into an outbound queue to receive a callback in the timeframe they were provided. 91,817 customers have been successfully served through same day call back, out of 107,371 given the option. An additional 3,103 customers have been served through the scheduled appointment feature of Virtual Hold. This resulted in a 47% decrease in repeat caller rate, from 19% to approximately 10% by July 2014. Thus far, 8.6 million minutes have been given back to customers, and the RMV has saved \$173K in telecom costs.

RMV Call Center Natural Language IVR Technology

In December 2013, the RMV implemented a Natural Language IVR (interactive voice response) platform, which allows resident callers to use speech recognition technology to self-serve or to be properly routed to a Customer Service Representative (CSR) in the right department. The RMV is also using the data from customers' interactions with the IVR to optimize the technology to better assist customers and reduce operational cost. The tuning process has revealed over 100 recommendations to improve the IVR performance. The improvement recommendations are currently under review for implementation as part of an IVR enhancement project. The forecasted outcome is that 25-30% of customers will be self-served through the IVR, saving significant caller hold time and also reducing RMV staffing costs.

Rail & Transit Division

Bus Security Camera Initiative

The MBTA has equipped over 400 busses with state-of-the-art cameras inside the vehicles. These cameras are connected to a wireless router which allows MBTA operations staff and police to have real time visibility into the bus. In addition, over 200 of these busses have received customer-facing video screens which show passengers that they are “on camera.” The project is intended to improve the ability of MBTA police to respond to incidents on busses and increase customer safety and security. The customer-facing video screens can also serve as a crime deterrent. The project is completed, with funding provided through a grant from the Department of Homeland Security.

Other MassDOT Projects

Creating Economic and Community Value beneath MassDOT Highways

As previously mentioned, not all innovations are focused on technology. MassDOT exemplified this with its property under the Central Artery portion of Route I-93 in Boston’s South End. For many years, the site contained underutilized property beneath the highway viaduct which was dark, dangerous, and an enormous barrier to multi-modal travel¹⁷ between the South End and South Boston neighborhoods of Boston. MassDOT seized the opportunity by working with the city of Boston, the community, and surrounding property owners to design a parking facility of 235 new spaces, which connects the adjacent communities. The space now includes an innovative urban park with creative public art and fuels economic development.

MassDOT completed the first phase of the project by installing ornamental lighting and improving the pedestrian experience. After MassDOT placed a bid for parking operations, a local property owner won the rights while also providing 24-hour light and security to the site. The property owner also provided dedicated parking, bicycle parking, electric vehicle charging stations and space for 12 annual community events. MassDOT is now earning over \$2 million over five years, more than the original project cost.

¹⁷ Multi-modal travel is “characterized by several different modes of activity or occurrence” (for example, traveling by car and bicycle). <http://dictionary.reference.com/browse/multimodal>

MassDOT: New #DOTspeak Safety Messages



As part of MassDOT's efforts to remind drivers to expect heavy holiday traffic for 2014's Mother's Day weekend, MassDOT began running a message in the early morning, which said: "*Changing lanes? / Use yah blinkah.*" The messages were intended to increase safety and to remind drivers that failing to use turn signals is a citable offense, under MGL Chapter 90, Section 14B. As a result, traffic citations fell by over 3,500 that weekend (compared to 2013).

Given the success of the campaign, in June 2014 MassDOT launched the #DOTspeak Contest to solicit ideas from the public for creative ways to remind drivers about proper driving behavior and improve safety for all roadway users. Over 500 entries were received from Twitter, Facebook, Instagram and email. In August 2014, MassDOT Secretary and CEO Richard Davey and Highway Administrator Frank DePaola announced three winners.

The winning messages will be displayed on hundreds of message boards across the Commonwealth during some of the busiest travel periods of the year:

- Road Rage Winner (August 15-18 — a top 10 travel weekend based on 2013 toll data)
"**Keep Calm and Drive On**" submitted by Patrick Casey, of Allston, MA
- Distracted Driving Winner (Labor Day Weekend)
"**Put down the phone! Your LOLs and OMGs can wait.**" Submitted by Justin Lovell, of Whitman, MA
- Seatbelt Use Winner (Columbus Day Weekend)
"**Make yah Ma proud, wear yah seatbelt**" submitted by The Parent's Supervised Driving Program team of Safe Roads Alliance

Executive Office of Public Safety And Security (EOPSS)

Department of Corrections

MassCor Modernization Project

Massachusetts Correctional Industries (MassCor) was founded to instill employable work habits and a positive work ethic in Massachusetts Department of Correction (DOC) inmates by providing a work environment which produces quality products at a competitive price. MassCor employs over 350 inmates throughout the Commonwealth, and produces a variety of goods, including furniture, license plates, bed linens, signs, business cards, eyeglasses and more. In order to enable and support continued growth in its businesses, particularly the Optical Services Department, MassCor initiated an effort to modernize its information technology systems.

MassCor will implement web-based systems to support the business functions associated with the Optical Services Department and support the electronic submission of optical orders by inmates. The system has additional functionality to manage the Optical Services Department's production planning and control within its two facilities; a surfacing plant and a finishing plant (both located in Gardner, Massachusetts).

The MassCor Modernization Project includes a public facing web application, a MassCor internal web application and a secure data exchange with MassHealth. The project complies with the Health Insurance Portability and Accountability Act (HIPAA) and MassHealth regulations regarding appropriate handling of Personally Identifiable Information (PII):

With the implementation of the new system, the MassCor optical services order processes include Provider Account Management & Order Search, Automated Provider & Member Eligibility Verification, Electronic Order Entry & Validation, Internal Customer Account Functionality and Internal Order Processing Functionality since. Providers enter orders electronically, and most orders are accepted without the need for human review. Computerized "rules engines" automatically check for errors, duplicates and valid authorizations.

Executive Office of Housing and Economic Development (EOHED)

Innovative Topics Profiled in *Massachusetts It's All Here* Blog



“Massachusetts It’s All Here” has long been a familiar tagline for anyone seeking to learn more about Massachusetts – why it’s a great place to live, work, study, visit, invest in, start a business or grow a business.

In addition to OGIO’s award-winning [Mass Innovation Blog](#)¹⁸, the [Mass It’s all Here Blog](#)¹⁹, launched in January 2014, shares the Massachusetts story in more detail, keeping residents and visitors up-to-date on the state initiatives, strategies, incentives and opportunities that enable people to flourish here in Massachusetts. The blog has also invited unique guest bloggers to share their views on what’s here in Massachusetts, and has most recently added a regional map on the home page which allows viewers to browse content by region.

MassJazz Guide Digital Version

Massachusetts has long been a port of call for commerce and tourism, but also a crossroads for immigration, innovation and ideas. Jazz is where artistic expression, cultural traditions and creative ideas are happily exchanged. In the 6th Issue of the *MassJazz Guide*, published July 2014, MassJazz built upon the culture of innovation by offering a [digital version of the guide](#)²⁰ at www.massjazz.com.



¹⁸ <http://blog.mass.gov/innovation/>

¹⁹ <http://www.massitsallhere.com/challenge-grant/>

²⁰ <http://www.massjazz.com/MassJazzGuide2014.php>

Updates from the FY13 GIO Annual Report

Highway Division

Real Time Traffic Monitoring (RTTM) System

As profiled in [last year's report](#)²¹, the RTTM system calculates and displays continuously updated travel times on major Interstate and State highways between key interchanges or decision points. The sign shown in Figure 1 is the statewide standard for displaying times along the highway. It is a static sign which has an LED insert which will display the travel times for up to three pre-determined destinations. The travel time sign will replace the variable message boards (Figure 2), which are currently used on I-93, I-90 and Route 3. A statewide deployment will consist of approximately 137 new signs and 268 Bluetooth sensors. Funding sources will include Federal Highway Administration (FHWA)/Congestion Management Air Quality (CMAQ) funds, toll funds and state funds.



Figure 1

Figure 2

²¹ <http://blog.mass.gov/innovation/changing-the-way-government-does-business/2013-annual-report-of-the-office-of-the-government-innovation-officer-oaio/>

Updates from the FY13 GIO Annual Report

MBTA-rttime

As represented last year, MBTA-rttime integrates real-time information and alerts from different types of systems into one front-end, based on emerging standards for third-party developers.

MBTA-rttime now creates a live data feed for powerful tools such as the [Trip Planner](#)²² on the MBTA website. This planner allows riders to make educated decisions about their transit based on real time information.

Trip Planner 

Start: [Help](#)

End:

Plan your trip using [Landmarks & Stations](#)

Depart Arrive

Minimize Time and use all services

With a walking distance of Accessible trip

[Clear](#)

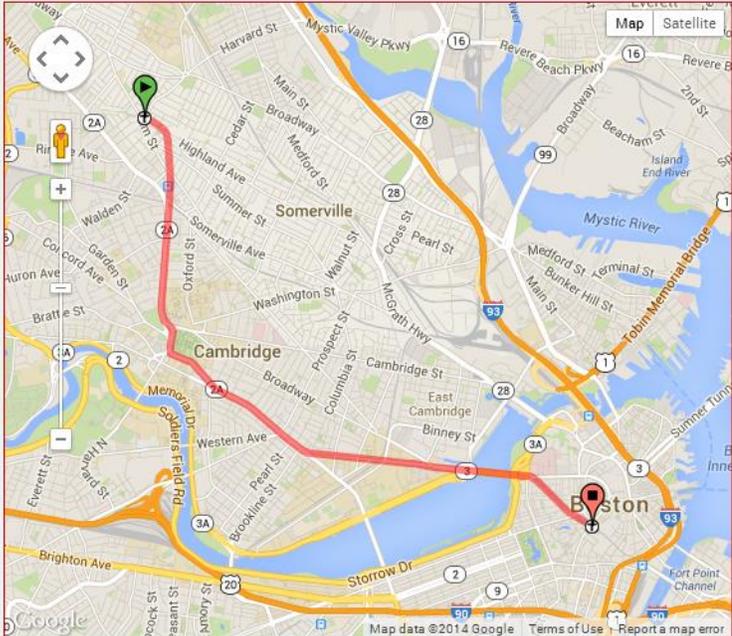
[Itinerary 1](#) - Approx. 15 mins. (shown below)

[Itinerary 2](#) - Approx. 15 mins.

[Itinerary 1](#) - Approx. 15 mins. [Print](#)

 Take Red Line - Ashmont To Park St Station [view route](#)
Approx. 12:18 PM Depart from [Davis Sq - Inbound](#)
Approx. 12:33 PM Arrive at [Park St Station - to Ashmont/Braintree](#)

COST:	Regular fare	Senior/Disabled fare
	\$2.65	\$1.05



Phase 1 and Phase 2 of MBTA-rttime, which included service alerts and an API, launched during the summer of 2013. Phase 3 (real-time information) was launched in July 2014. Costs are covered by a \$1M state grant.

²² http://www.mbta.com/rider_tools/trip_planner/

Updates from the FY13 GIO Annual Report

Subway Countdown



As represented last year, the subway countdown displays predicted arrival times of subway trains on existing LED signs at Red, Orange and Blue Line stations using new in-house prediction software and modified sign software.

The same arrival predictions are now also available to the public on the MBTA website for customers who would like to check train departures before they leave home or the office, or while en route on their internet enabled smart phones.

PARK STREET	
Train Arrivals as of 12:10 PM	
Northbound	
Alewife	6 min
Alewife	15 min
Alewife	19 min
Southbound	
Ashmont	1 min
Braintree	10 min
Ashmont	12 min

Updates from the FY13 GIO Annual Report

Green Line Tracking

The Green Line Tracking project will provide Green Line train positions (both above and below ground) using GPS and underground 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.

In October 2014, the GPS (global positioning system) added above-ground Green Line train locations to the MBTA real-time data feed, allowing mobile app developers to provide commuters with information about where the next train is. Funding comes from a \$13 million state grant.

Executive Office of Public Safety and Security (EOPSS)

Motor Vehicle Automated Citation and Crash System (MACCS) Project Update

The Motor Vehicle Automated Citation and Crash System (MACCS) is a browser-based application which will be available statewide for the purpose of collecting, reconciling, and exchanging motor vehicle incident information including: electronic citation reporting, crash reporting, alcohol test refusal reporting and traffic stop data collection.

The MACCS pilot commenced in July 2013 to field-test the application and in-vehicle hardware (i.e., scanners, printers), identify deficiencies and potential improvements, and support proactive planning of future, statewide system rollout. The system is expected to deploy in late 2014.

Looking Ahead: FY15

In FY15, the Office of the Government Innovation Officer will explore new innovations that can enhance operations and relationships between the Commonwealth and its residents.

Now that early-adopter agencies have benefited from use of iCatalyst, OGIO is working to help additional agencies leverage the tool to address business challenges they face.

In 2015, the Commonwealth hopes to launch a new open data portal which will bring together already available, but dispersed, open datasets in a coordinated fashion. It will also provide an unprecedented level of transparency and potentially spur new initiatives.

MassIT and OGIO are working on several pending projects, including a Geographic Information Systems and Data Visualization tool. This project will make key information easier to understand for the public and agencies alike. Another project involves enhancing information-sharing system among the Commonwealth's 18 Communities of Care to facilitate the provision of services to homeless individuals throughout the state.

On the education front, MassIT has begun offering broadband Internet connectivity services to public K-12 schools in central and western Massachusetts in support of digital learning. In the coming weeks and months, that important work will continue and grow.

Additionally, the Commonwealth is piloting the creation of *MassIT RapidApps* (which are a set of tools which will help agencies launch mobile and web-based services to constituents more quickly than ever before); and enabling online access to public housing waitlists.

We are embracing our successes and moving ahead into what is sure to be another year of continuous innovation for a more productive Commonwealth.



PDF Version – 3.9 MB



Word Version – 13 MB

Tony Parham | *Government Innovation Officer (GIO)*

Commonwealth of Massachusetts | 1 Ashburton Place, 21st Floor | Boston | MA | 02108 | USA

tony.parham@state.ma.us | www.mass.gov/innovation | [@MassInnov8](https://twitter.com/MassInnov8) | [@tonyparham](https://twitter.com/tonyparham)

Continuous Innovation for a More Productive Commonwealth