

Innovations Awards Winners

State responses to 21st century challenges

State officials face unprecedented, turbulent times in which to govern. The Council of State Government's national trends mission helps state officials address the near- and long-term trends that affect their states by providing the critical foresight capabilities they need to make policy decisions.

Aligned with that mission is CSG's Innovations Awards Program, which since 1975 has sought to identify innovative state programs that states can share. Through the Innovations Awards Program, CSG moves decision makers across state borders to join in discussions that provide a wider view and deeper understanding of our fast-changing world.

This year the top eight finalists, two from each region, are programs from New York, New Jersey, South Carolina, Alabama, Michigan, Illinois, Montana and Nevada. The programs will be recognized at a special awards luncheon Saturday, Dec. 3 during CSG's Annual State Trends and Leadership Forum in Wilmington, Del.

This year, applications were entered in 10 categories that CSG has identified as change drivers that cut across traditional policy areas. These change drivers are already affecting states, and the programs states submitted this year for Innovations Awards reflect responses to the implications of these change drivers.

The categories this year were:

- Silver Society: Aging of America
- Immigrant Nation: Changing Face of America
- Growth Dynamics: Regional Hot Spots

- Economic Transformation: Knowledge Is King
- Globalization Era: New Forces at Work
- Information Revolution: Sorting it Out
- Privacy and Security: A Balancing Act
- Polarized Populace: Eroding Common Ground
- Ambiguous Authority: Who's in Charge?
- Resource Management: Sustaining Our Future

Choosing the winners was a two-step process. First, CSG headquarters and regional staff reviewed the applicants and narrowed the field to 50 finalists. Four regional committees made up of elected and appointed state officials then reviewed the finalists from their respective regions. Through a rigorous review process, each regional committee selected two winners and alternates.

Eligible programs between nine months and five years old were judged on creativity, effectiveness, significance and transferability to other states.

The winners this year represent the diversity of issues and concerns in state government. Issues include economic development, international trade, health, voter identification, wetlands restoration and centralized management practices.

The following pages not only highlight this year's winners, but also provide snapshots of the other 42 nationwide finalists.

CSG's hope is that programs like the Innovations Awards will help states and their institutions become more flexible and responsive to the rapidly changing environment in which they operate.

For more information on the Innovations Awards Program and CSG's national trends mission, visit our Web site at www.csg.org.





East

New Jersey

Program Ensures Genetic Identification of Offenders

New Jersey's **DNA Convicted Offender Sampling and Testing program** ensures that offenders and their DNA samples are properly identified and entered into the state's criminal records database. In 2003, New Jersey instituted legislation that all persons convicted of an indictable crime are required to submit to DNA identification. An oral swab sample from each convicted offender is collected either at the site of incarceration or obtained by the appropriate county sheriff for those offenders who are not incarcerated.

The DNA Convicted Offender Sampling and Testing program—a statewide unified approach to classification and upfront verification of information—also utilizes handheld biometric computers to read a single sample fingerprint and biometric fingerprinting computers to take full fingerprints of convicted offenders.

In New Jersey, the primary identifier for a person convicted of an indictable crime is the person's State Bureau of Identification (SBI) number. To properly identify convicted offenders, the state must ensure that:

- the person has an SBI number;
- the SBI number matches the person from whom the DNA sample was taken;
- the DNA sample is identified with the accurate SBI number; and

- the person's SBI criminal record reflects the fact that a DNA sample was taken.

In using the handheld biometric computers, the state criminal record database and the National Crime Information Center (NCIC) data available to other states, information on offenders is captured properly, correctly and quickly. In addition, the statewide approach to gather, handle and classify DNA information from over 100 collection locations throughout the state, has reduced laboratory turnaround time from 210 days to 30 days. So far, 85,000 DNA samples of convicted offenders have been entered into the system since its inception in 2003.

The program's annual operations costs are approximately \$2.1 million. To support the DNA collection program, each person convicted of a traffic offense in New Jersey is required to pay a \$2 DNA surcharge. This surcharge helps finance supplies, personnel and laboratory staff for the DNA Convicted Offender Sampling and Testing program.

For more information, contact Thomas J. O'Reilly, administrator, Office of the Attorney General, at (609) 292-9660, Thomas.O'Reilly@lps.state.nj.us or visit www.state.nj.us/lps.

New York

PSYCKES Provides Psychiatrists New Way to Share Information

New York's **Pharmacy Service and Clinical Knowledge Enhancement System (PSYCKES)** is an innovative health information technology product implemented in the state mental health system. PSYCKES provides access to medication guidelines and

PSYCKES is an outstanding example of using state-of-the-art technology to support innovation and excellence.

—Sharon E. Carpinello, RN, PhD,
commissioner of the New York State Office of Mental Health.

medical information that physicians and other clinicians can review and assess in order to prescribe an appropriate and effective medication regimen for their patients. In addition to supporting the information needs of clinicians, PSYCKES provides information for quality managers. The system is a new and creative method for using administrative and pharmacy data to support clinical decision making at the individual patient level.

"PSYCKES is an outstanding example of using state-of-the-art technology to support innovation and excellence," said Sharon E.



Carpinello, RN, PhD and commissioner of the New York State Office of Mental Health. “By improving clinician access to patient medical information and relevant clinical practice guidelines, we can increase quality of care, improve patient outcomes and can better enable recovery from psychiatric disabilities.”

Without a tool like PSYCKES, it is virtually impossible for physicians to track all client information over a long period of time. With PSYCKES, physicians can access two types of information: all available patient treatment history data for the past 15 years for all patients currently served in New York’s 26 adult, child and forensic state psychiatric hospitals; and context-based links to information resources including RxList, PubMed and clinical practice guidelines. The system is a secure, HIPAA-compliant application that requires three levels of security clearance. PSYCKES organizes data into two types of reports: clinical reports to aid physicians in their clinical decision making; and management reports to support quality improvement measures at state, hospital and system-wide levels. It may also serve as a model for other states, the federal government and large payors.

The PSYCKES system provides important information that could improve the quality of mental health care.

- Although there is broad national consensus on evidence-based practices for mental health, states need more information on effective methods for implementation.

PSYCKES provides clinicians and administrators critically important information regarding the effective implementation of evidence-based medication guidelines.

- Physicians’ psychoactive medication prescribing practices have been identified as an area of urgent public health need. PSYCKES helps standardize medication practice patterns through its automated, guideline-driven performance measures that profile quality, safety and conformance to evidence-based practices at the hospital and physician levels.
- Studies have demonstrated the feasibility of using mental health administrative and pharmacy databases to assess conformity with evidence-based practices. The studies suggest that administrative and pharmacy databases such as PSYCKES can provide inexpensive, reliable sources for determining adherence to prescription guidelines.

So far, no other state has developed a mechanism for sharing all clinically relevant data with treating physicians in a flexible, point of service, Web-based manner. It is the first example of an integrated, guideline-driven, clinical and fiscal decision support system for psychiatry.

For more information about this program, contact Edith Kealey, MSW, New York State Office of Mental Health, at (212) 868-6707 or coevemk@omh.state.ny.us.

Midwest

Illinois

Sharing Services, Saving Money

Implementation of Illinois’ **Shared Services Model** began in 2003, at a time when the state was facing a \$5 billion budget deficit. The fiscal crisis, combined with an influx of new managers in state government, helped lead to the administrative changes in Illinois, according to Paul Campbell, director of the state’s Department of Central Management Services (CMS). Officials believe the new approach has saved Illinois hundreds of millions of dollars.

Under the initiative, various state agencies’ legal services, internal audits and facilities and fleet management have been consolidated into CMS. In addition, the state has centralized and standardized its procurement process. CMS has enhanced the efficiency of much of the state’s administrative back-office functions by partnering with private firms and other state government entities to implement a Shared Services Model that incorporates sound management principles designed to build consensus, increase accountability, decrease administrative costs and free up resources to be redirected to core services. This model—programmed around a new center-led approach to procurement and the consolidation of other state agencies’ inter-

nal audit, legal services, facilities management, information technology and media relations functions—has saved Illinois hundreds of millions of dollars to date and is projected to recap additional savings this fiscal year and in the years beyond.

Prior to the implementation of this program, administrative functions were largely decentralized and scattered across agencies. Management of these functions was further complicated by the rigid and bureaucratic structure typical of government, the inflexibility of federal mandates and increased pressure to provide higher quality services with increasingly scarce resources. In many cases, resources were allocated haphazardly and economies of scale were not achieved. To address these problems, CMS adopted a more networked approach that incorporated shared-services and center-leading strategies. Administrative back-office functions at the various state agencies—such as legal services, audit and media relations—were consolidated into CMS to free those agencies and other state governmental units from a broad range of administrative responsibilities so they are better able to allocate their efforts, time and resources to accomplishing their core missions.

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Created through legislation passed in 2000, the goal of the program is to diversify Michigan's economy by spurring new local partnerships, stimulating entrepreneurship and fostering growth in high-tech economic sectors.

"No one likes to give up control," said Campbell, noting early resistance to the changes. "But when you present something in a business model that makes sense, people are going to do the right thing."

He believes the shared-service model has paid off for the state in numerous ways. In addition to saving taxpayer dollars and improving accountability, Campbell says the initiative has allowed agencies to focus on their core missions.

"Our agency heads should be able to focus on keeping at-risk kids safe, protecting the environment or whatever their core mission happens to be," he added.

"They shouldn't have to worry about fixing a pipe that busts in their office. That's our job."

For more information on Illinois' Shared Services Model, contact Paul Campbell at (217) 524-5508 or Paul_Campbell@cms.state.il.us or visit www.state.il.us/cms.

Michigan Creating New Companies Diversifies State Economy

Three years ago, hundreds of scientists working for a pharmaceutical company in Kalamazoo, Michigan, faced the prospect of either losing their jobs or having to relocate.

The downsizing was a blow not only to the scientists, but also to a community on the verge of losing good-paying, high-tech jobs.

With the help of an innovative state economic development program, though, the scientists and community have created new opportunities out of a once-bleak situation.

"Rather than leave Kalamazoo, many of the scientists started their own companies," said Roselyn Zator of the Michigan Economic Development Corp.

They did so under an initiative known as **Michigan SmartZones**. SmartZones is producing important results in Michigan, said Zator, as exemplified by economic activity in Kalamazoo. That city's zone now has 30 technology companies employing almost 500 people in high-skilled, high-wage jobs.

Nine other regionally based, high-tech clusters have been created in different parts of Michigan. Each involves collaborations among universities, industry, research organizations, government and other local institutions. Each zone targets growth in a specific high-tech economic sector that fits the geographic region's strengths and needs.

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Each zone is governed by a Local Development Finance Authority (LDFA). The authority is empowered by the state to collect the growth of property taxes within the zone. And unlike most tax increment financing districts, the LDFA can use this tax revenue for projects beyond traditional public infrastructure improvements.

"Rather than build roads or sewers," said Zator, "we're using it to help grow our high-tech economy."

For example, the LDFA uses the funds to create business incubators, laboratories and research and development facilities.

The SmartZones as they exist today are identified below including their technology focus and affiliation with universities, colleges and research institutions.

- Battle Creek Aviation SmartZone
Aviation and distance learning
Western Michigan University and Kellogg Community College
- Houghton/Hancock—Michigan Tech Enterprise SmartZone
Advanced engineering
Michigan Technological University
- Lansing Regional SmartZone
Life sciences, information technology, and advanced manufacturing
Michigan State University
- Mount Pleasant SmartZone
Nanotechnologies and business intelligence
Central Michigan University
- Kalamazoo SmartZone
Life sciences drug discovery
Western Michigan University
- Grand Rapids SmartZone
Life sciences medical devices
Grand Valley State University, Van Andel Research Institute, Spectrum Health System, St. Mary's Mercy Medical Center, Mary Free Bed Hospital, and Grand Rapids Community College
- Muskegon Lakeshore SmartZone
Alternative energy
Grand Valley State University
- Oakland County—Automation Alley SmartZone and Rochester Hills SmartZone
Advanced automotive technologies
Oakland University and Lawrence Technological University
- Ann Arbor/Ypsilanti SmartZone
Life sciences, information technology and advanced automotive technologies
University of Michigan and Eastern Michigan University
- Wayne County—Pinnacle Aeropark SmartZone—Detroit Metropolitan Airport and Detroit—Woodward Technology Corridor SmartZone
Life sciences and advanced automotive technologies
Wayne State University

For more information, contact Jeff Mason, senior vice president, Technology Development, at (517) 241-4333 or masonj@michigan.org, or visit <http://medc.michigan.org/smartzones>.



South Alabama

BioTrac Program Aids Patients and State

Helping Medicaid patients manage chronic diseases is a win-win situation for the patient and the state. Patients gain better health, and the state achieves potentially lower Medicaid expenses. Alabama is pursuing both goals through its **BioTrac** program, administered by the Center for Strategic Health Innovation (CSHI) at the University of South Alabama College of Medicine.

CSHI established BioTrac in 2001 as a pilot program to use remote technology to monitor the health of rural isolated chronically ill patients, including those with diabetes, hypertension and congestive heart failure. At the time, CSHI believed that monitoring the patients' physiologic conditions would improve their compliance with drug, diet and exercise recommendations and consequently reduce emergency room visits. A medical device that recorded weight, blood pressure, blood glucose and other physiologic signs was provided to participants. Patients could then take the device to a doctor's office or, connected via telephone, to transmit information from the device to a database. Medical personnel could access the database through a secure Web site and monitor patients' conditions and medical trends.

As the program evolved, state health officials became interested in using this data to help determine whether primary care doctors were effectively managing the complex conditions of these types of patients within Alabama's Medicaid population. Medicaid participants, including rural residents, often have

multiple ailments and several doctors who may not coordinate their treatment plans or prescribe the most cost-effective treatment. In 2004, the state began enrolling Medicaid recipients in the BioTrac program and began using special software to track treatments and project future medical costs.

CSHI currently has claims data on over 60,000 Medicaid patients across the state. The software uses the data collected from the medical devices and patient claims records to formulate cost calculations. Early estimates show the potential for over \$23 million in savings or approximately 5 percent of current medical and pharmacy costs. CSHI—with the Alabama Department of Public Health home health nurses—uses the information gathered through BioTrac to alert and make recommendations to doctors when there are gaps in treatment, competing or conflicting treatment plans or conflicting medications for any given patient in the program.

CSHI also created the Representational Medical Environment for Data Exchange (known as RMEDE), an innovative secure Web portal for primary care physicians. RMEDE allows primary care providers to view patients' virtual medical records, giving providers a true 360 degree view of patients' health and treatment needs.

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Alabama health officials believe BioTrac is innovative because it is the first program in the nation to examine the three basic components of patient care—cost, delivery and patient compliance—as one package that can be used to determine the best treatment plan for patients. This program represents a focused approach to building an “impact driven” system of care that will hold valuable lessons for patients, providers and payors beyond Medicaid.

For more information about BioTrac, contact Carl W. Taylor, assistant dean and director, at (251) 461-1810, cwtaylor@southal.edu or visit www.cshi.southalabama.edu.

South Carolina Program Protects Agencies from Cybercrime

While the ongoing development of computers and the Internet contributes innumerable benefits to society, these benefits are increasingly accompanied by costs associated with

malicious computer viruses, worms, trojans, denial-of-service attacks, pharming, spyware and phishing, all of which are designed to disable, disrupt or steal data from computers and computer networks. The sheer volume and sophistication of cyber crime can overwhelm the capacity of a public agency to prevent and manage attacks on its equipment and networks.

South Carolina has recognized these threats and has created a statewide system to coordinate the detection, analysis, notification and response to cybercrime against public agencies. The system includes an early warning mechanism to alert public agencies about threats, a clearinghouse of information about cybercrime and a mechanism to help agencies deal with attacks on computer networks.

South Carolina's **Information Sharing and Analysis Center (SC-ISAC)** is a unique partnership designed to enhance coordination of investigation and intelligence information to detect, pre-empt and prevent future cyberterrorist acts by combining resources—including personnel, equipment and information—from the South Carolina Chief Information Officer (CIO), the South Carolina Law Enforcement Division (SLED), the United States Secret Services (USSS), the Multi-State ISAC, the United States Computer Emergency Readiness Team (US-CERT) and the Department of Homeland Security.

The approach uses the expert resources within each partner organization, leveraging the expertise of each association. For example, SC-ISAC formed a partnership with the Computer Crime Center, SLED's unit that fights cyber-attacks against private companies. Until now, no organization was charged with defending public sector computers in South Carolina from malicious attacks.

SC-ISAC was created to assist the South Carolina government by implementing proactive measures to reduce the risks of

computer security incidents and to support the government by responding to such incidents when they occur.

- The South Carolina Information Sharing and Analysis Center (ISAC) analyzes and distributes information on security events, best practices and awareness programs to federal, state, county and local levels.
- A Computer Security Incident Response Team (CSIRT) creates a trained resource (50 volunteers) that can be utilized by South Carolina to minimize the impact and the costs associated with a security event.
- A 24/7 Security Operations Center (SOC) monitors and activates the CSIRT if a security event occurs. The centerpiece of the SOC is a Security Information Management System (SIMS). By creating a central location for events to be recorded and monitored, South Carolina will be the first state with such a comprehensive view of the security posture of its network.

SC-ISAC was created in October of 2003 in response to the lack of sufficient staff resources and security practices in place in South Carolina to defend against and minimize damage due to hostile attacks by viruses, worms and terrorist attacks. Initially funded by a grant from the Department of Homeland Security, financial resources and core competencies are now contributed by partnering organizations.

SC-ISAC currently monitors approximately 2.5 million security events a day, and has monitored as many as 36 million events in a 24-hour period. For more information, contact Tom Fletcher, deputy CIO, S.C. State Budget and Control Board, 4430 Broad River Road, Columbia, SC, 29210, or (803) 896-0404, fletcher@cio.sc.gov.



West Montana Program Identifies Unidentified Voters

Verifying a voter's identity is critical in protecting the integrity of elections. The federal Help America Vote Act and Montana law require citizens to present legal identification at polling stations. Unfortunately, people sometimes forget their identification cards or fail to bring them to the polls. Montana's **Voter Verification Service** is an innovative, inexpensive, and practical method that addresses this problem.

Started in 2004, Montana's Voter Verification Service enables county election administrators in all 56 counties to use the Internet to search Montana Department of Justice's driver record database to verify the identity of prospective voters who show up at the polls without identification.

County election officials can dial-up the system from the polling place using a modem or faster Internet connection. Election officials in polling places that do not have Internet access can call polling stations that do have Internet access and request for those officials to perform a search. The state provides the service free to the counties. "The Voter Verification Service has quickly proven to be a reliable safeguard to ensure that people who forget their ID on Election Day are able to avoid voting provisionally," Secretary of State Brad Johnson reported.

The new service has saved time and money for voters and state and local governments. For example, in 2004 officials used the service for more than 600 searches in a primary election and 200 searches in the general election. Cities and towns have continued to use the service during this fall's municipal primary elections. The state plans to extend the service to other local races such as school board elections.

During the handful of elections after the identification requirement took effect in 2002, but before start of the voter verification service, people who wanted to vote but did not have proper identification could either go home and get it or fill out a provisional ballot.

Going home to get a forgotten ID is inconvenient, and can be a chore in a state where many people live more than 20 miles from their polling station. People who choose to use a provisional ballot must still furnish proper identification to their county elections administrator by 5:00 p.m. the day after the election in order for their ballots to be counted. Although they can do this in person, by mail postmarked the day after the election, or by fax, it can still present an inconvenience for voters and additional work for county election officials. The Voter Verification Service allows citizens to exercise their right vote conveniently. Indeed, the number of provisional ballots in the 2004 general election was much lower than expected, about 10 per county; most of these were cast for reasons other than insufficient identification.

Montana officials believe the Voter Verification Service is the first of its kind and is easily replicable in other states. The service is maintained for the Secretary of State's Office at no cost through the state's self-funded electronic government services contract managed by the Montana Department of Administration.

For more information, contact Audrey Hinman, bureau

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chief, Architecture and Internet Services Bureau, Information Technology Services Division, Department of Administration, P.O. Box 200115, Helena, MT 59620-0115, (406) 444-1635.

Nevada International Program Increases Exports

Nevada's International Representatives Program developed a number of international offices around the world to represent the state's economic, trade and investment interests. The key is that these offices are independent representatives—and

they do not cost the state any money.

Nevada's state legislature closed all foreign offices in 1993 due to budget and related reasons, and had not reopened or funded them. However, due to increasing globalization and the need of businesses to increase international trade, something had to be done. As a result of this program in both 2003 and 2004, Nevada was second in the nation in percentage increase of exports. Foreign Direct Investment (FDI) has also increased as a result of this program.

After some consideration of possible alternatives to setting up representative offices, the program team came up with a plan. They decided to use the concept that the representative would not get paid by the state, but would be paid by clients on either side of a deal (Nevada and/or foreign entity) if the representative was able to bring the deal to fruition. This works the same as a "straight commission" salesman would work in sales in the private sector.





Another condition was that there had to be no start-up or continuing operational costs or new legislation required.

The program has been very effective and successful in addressing the number one issue: establishing a network of strategic foreign representatives with no start-up or continuing costs. The current network includes eight representative offices helping Nevada exporters to increase their business; additional representatives are planned in the future. Several tangible examples include:

- The Singapore representative, whose territory covers Southeast Asia, is helping a private company to set up distribution of its products in three countries where they have never been sold before. The representative forecasts that, within 3 years, sales in these three countries will be \$40 million per year.

- The representative in Taipei is bringing the first Chinese-owned bank to Nevada (Las Vegas) that will initially open two branches to serve the Asian community.
- The former representative in Beijing was responsible for developing a relationship with the Tianjin (China) Convention Center project that should result in the purchase of \$30 million in products and services from Nevada suppliers.

The new Beijing representative is helping two Chinese companies establish U.S. operations in Nevada. One of these companies is moving its U.S. distribution operation from California to Nevada. The representative is also bringing in a large delegation of buyers from Chinese Mongolia to purchase cattle feed (alfalfa) from Nevada growers. Nebraska suppliers will also take part in a contract to provide some security services for the 2008 Olympics in Beijing.

None of these successes would have happened without the International Representatives Program.

For additional information, contact Alan Di Stefano, director, Global Trade and Investment for the Nevada Commission on Economic Development, at (775) 687-4325, ccintl@bizopp.state.nv.us, or www.expand2nevada.com.

Alternates

Eastern Alternates

New Jersey's Garden State Network Enterprise Intrusion Detection Project was created by a partnership between the state and the U.S. Army Communications-Electronics Command Research, Development and Engineering Center (CERDEC). The project is an effort to thwart cyberterrorists by researching and analyzing the state's networks and developing an intrusion detection system. The program is CERDEC's first research partnership with a state government. For more information, contact Anna Thomas, chief of strategic development and digital communications, at (609) 633-9032, anna.thomas@oit.state.nj.us, or visit www.nj.gov/it.

Vermont's Comprehensive Environmental Resource Management Plan (CERMP) establishes a single source within state government for identifying and advancing the environmental sustainability of state government operations. The plan includes four major goals:

- reduce the environmental impact of state government daily operations;
- reduce the costs of operating state government through energy and programmatic savings;
- create new and sustain existing businesses in the state that develop, produce or market environmentally preferable products; and

- demonstrate to other states and the private sector that fiscal responsibility does not have to be sacrificed for environmental stewardship.

For more information, contact Dave Burley, chief of engineering, at (802) 828-3314, dave.burley@state.vt.us or visit www.bgs.state.vt.us.

Midwestern Alternate

The Minnesota State Colleges and Universities System launched **eFolio Minnesota** to provide Minnesota students and residents the ability to construct and deploy a free, multimedia,

The Minnesota State Colleges and Universities System launched eFolio Minnesota to provide Minnesota students and residents the ability to construct and deploy a free, multimedia, Web-based showcase of their educational and work force accomplishments.

Web-based showcase of their educational and work force accomplishments. This Web-based electronic portfolio reflects a commitment to helping Minnesotans succeed in life and work. For more information, contact Paul Wasko, eFolio Minnesota director, at (651) 649-5956, paul.wasko@so.mnscu.edu or visit www.efoliominnesota.com.

Southern Alternates

North Carolina's Ecosystem Enhancement Program (EEP) proactively compensates for unavoidable environmental damage to North Carolina's wetlands and waterways. The initiative restores and protects the state's natural resources and assists responsible economic growth, and has earned national recognition for innovation and effectiveness in achieving tangible results. For more information, contact Tad Boggs, director of communications, at (919) 715-2227 or tad.boggs@ncmail.net, or visit www.nceep.net.

The Council on Virginia's Future was developed to create a new policy-making framework for the 21st century. The new, dynamic

framework balances continuous improvement of the daily delivery of services to citizens with breakthrough thinking to effect long-term, positive quality-of-life changes. For more information, contact Jane N. Kusiak, executive director, at (804) 371-2346 or JaneKusiak@virginia.edu, or visit www.future.virginia.gov.

Western Alternate

The Mapping Evapotranspiration from Satellites Project, a cooperative effort of the University of Idaho, the Idaho Department of Water Resources, NASA and the private sector, is an operational tool for water administration in Idaho. This technology uses satellite image data to compute a complete radiation and energy balance, sensible heat, and evapotranspiration or ET, which is water that is transpired by vegetation or evaporated from the soil. The project is of particular interest to Western states, which are expected to have water supply crises by 2025. For more information, contact William J. Kramber, senior remote sensing analyst, Department of Water Resources, at (208)287-4878 or bill.kramber@idwr.idaho.gov, or visit www.idwr.state.id.us/gisdata/et.htm.



Finalists

Eastern Finalists

Delaware's Division of Developmental Disabilities Services, part of the Department of Health and Social Services, developed the **Home and Community Based Services Waiver Individualized Rate Setting Program**. The program is a resource allocation and reimbursement structure based on the needs of individuals with developmental disabilities. It empowers each individual to determine when, where and how his or her services are provided. Contact Valerie J. Smith, chief of administration, at (302) 744-9600 or Valerie.smith@state.de.us.

Massachusetts' **Shared Services Model Hiring Reform Program** sought to fix a redundant, expensive, prolonged and frustrating hiring process. By forming a partnership with state agencies, utilizing technology and assuming more of an oversight role, the Human Resources Division developed a set of new hiring guidelines that reduced the hiring time by 85 percent. Contact Sarah Unsworth, account analyst, at (617) 878-9767 or sarah.unsworth@hrd.state.ma.us.

New Jersey's **Focus on the Victim (FOV) Program** is a voluntary offender program that employs restorative and reparative justice principles as its main focus and provides offenders the opportunity to examine the impact of their crimes on victims and communities. Through unique role-playing techniques and face-to-face interaction with survivors of victimization, this program has empowered victims by allowing them to help

offenders modify negative behaviors, ultimately preventing destructive future behavior. Contact Melanie Boston, coordinator, New Jersey Department of Corrections, Division of Programs and Community Services, Office of Victim Services, at (609) 943-5390 or Melanie.Boston@doc.state.nj.us.

New Jersey's **FastID** system, implemented by the New Jersey Department of Corrections, provides a one-to-one comparison/verification between an individual's live fingerprint and offender information stored within New Jersey's database. This accurate and secure identification method allows the NJDOC to increase efficiency and accuracy in intake and release processes at correctional facilities. Contact Doreen White, project manager, at (609) 341-3022 or doreen.white@doc.state.nj.us.

Pennsylvania's **Blue Ribbon Passport Program** is the keystone in the Pennsylvania Department of Agriculture's agritourism initiative. It aims to partner various agricultural related assets and promote agricultural awareness through increased tourism. The program also helps drive agricultural economic development by assisting farms and farm-based ventures with additional income, thus preserving small farm operations and increasing tourism revenue in rural communities. Contact Brant Bickel, division chief, at (717) 787-5342 or brbickel@state.pa.us.

Pennsylvania's **Maintenance Efficiency and Cost Effectiveness (MECE)** initiative was developed by a team of 81 experienced maintenance professionals. The group recommended 92 ways to improve asset management, staffing, winter operations efficiency, department work force versus contracting, and equipment optimization. Through the implementation of MECE, PennDOT has refocused the highway maintenance community on core business functions, redirected savings, increased productivity and facilitated the use of better highway maintenance business practices. Contact Robert M. Peda, P.E., at (717) 787-6899 or rpeda@state.pa.us.

Midwestern Finalists

Illinois' **InfoNet** is a state-of-the-art data collection system for victim service providers developed by the Illinois Criminal Justice Information Authority. The program facilitates uniform data collection and promotes program planning and accountability. Contact Karen M. Griffiths, InfoNet project manager, at (312) 793-8950 or kgriffiths@icjia.state.il.us.

The mission of the **Michigan Agriculture Environmental Assurance Program (MAEAP)** is to develop and promote a



recognized, voluntary and proactive environmental assurance program that is targeted to Michigan's agriculture industry. The program ensures that producers engage in cost-effective pollution prevention practices and are in compliance with applicable state and federal environmental regulations. MAEAP uses a systems approach based on education, site-specific risk assessments and third party verification that is developed for all Michigan farms, regardless of size, commodity or species. Contact Janice Swartz Wilford, program manager, Environmental Stewardship Division, at (517) 241-4730, wilfordj9@michigan.gov or visit www.maeap.org.

Michigan's **FieldManager** is an innovative suite of software tools used to manage and track field-level progress of road and bridge construction projects. It can be used by State Department of Transportation field offices, local government agencies, engineering firms and construction contractors. For more information, contact C. Douglass Couto, information officer, at (517) 241-2899, coutod@michigan.gov or visit www.michigan.gov/mdot or www.fieldmanager.com.

Michigan's **Statewide Earned Income Tax Credit Coalition Initiative** is a unique partnership among the governor's office, the Department of Human Services and communities throughout Michigan to provide affordable, ethical access to tax preparation services to the working poor. An evaluation conducted in the first year of the initiative demonstrated that a collaborative approach yielded a cost-effective method that enabled eligible workers to increase household income by gaining federal and state tax refunds. Contact Susan Cocciarelli, coordinator, Statewide EITC, at (517) 241-7911 or visit www.michigan.neic.org.

MinnesotaHelp.info is Minnesota's most comprehensive online human services database. It contains over 30,000 services and resources for providers and consumers of all ages, income levels and abilities. For more information, contact Krista Boston, manager for consumer choices team and MinnesotaHelp.info project director, at (651) 296-0378, Krista.Boston@state.mn.us or visit www.MinnesotaHelp.info.

The Minnesota Department of Natural Resources' **Strategic Conservation Agenda** program uses new and innovative approaches for defining and measuring progress toward statewide natural resources results. Rather than simply communicating a strategic vision, it makes progress perceptible by communicating critical natural resource trends. The program also uses 85 specific indicators and targets to measure results in six performance areas: natural lands, fish and wildlife, waters and watersheds, forests, outdoor recreation and natural resources stewardship education. Contact Keith Wendt, manager, Science Policy Unit, at (651) 297-7879, keith.wendt@

dnr.state.mn.us or visit www.dnr.state.mn.us/aboutdnr/index.html and www.dnr.state.mn.us/conservationagenda/index.html.

Wisconsin has deployed its statewide **MEDDIC-MS** and **MEDDIC-MS SSI Rapid Cycle** automated system. Cost-effective automated systems that measure health care performance are essential to improving the quality of the nation's publicly-funded managed health care programs. Systems like these are especially important to financially pressured state Medicaid programs. For more information, contact Gary R. Ilminen, RN, nurse consultant, BMHCP, Wisconsin Department of Health and Family Services, at (608) 261-7839, ilmingr@dhfs.state.wi.us, or visit www.dhfs.state.wi.us/medicaid7/providers/index.htm.

Southern Finalists

Maryland's **Chesapeake Bay Watershed Restoration Fund** establishes an innovative new funding mechanism to support capital improvements to wastewater treatment plants and other measures essential to the restoration of the Chesapeake Bay. The program helps generate revenue by implementing new fees on the use of septic systems and in water and sewer bills. That revenue will be used to service bonds that will pay for the \$700 million to \$1 billion required to upgrade all major wastewater treatment plants, upgrade septic systems and fund activities related to agricultural cover crops. For more information, contact Sue Battle-McDonald, strategic planning coordinator, at (410) 537-4111, sbattle-mcdonald@mde.state.md.us or visit www.mde.state.md.us/Water/CBWRF/index.asp.

The program helps generate revenue by implementing new fees on the use of septic systems and in water and sewer bills.

The Missouri Division of Tourism—working in partnership with the Missouri Department of Agriculture and the Missouri Department of Conservation—is giving travelers more places to visit and reasons to experience the state's agricultural and rural areas through Missouri's **Rediscover Your Roots ... Connecting Urban Dwellers with their Rural Heritage**. Promoting travel destinations that involve work/stay farms and native grown produce is a blossoming trend. The trend has gained popularity for a variety of reasons including visitors' increased demand for cultural heritage and historical experiences, the need for additional income in agricultural communities and the desire to close the gap on urban and rural diversity in order to reconnect vital constituencies in a state polarized

by an urban/rural split. Contact Debra Lee, strategic planner, at (573) 526-3566, debra.lee@ded.mo.gov or visit www.VisitMo.com.

Tennessee's **Southeast Alternative Fuels Task Force** is a team comprised of state environmental officers, energy officers, transportation officers, Clean Cities coalitions and private sector stakeholders that work together to advance the use of cleaner burning fuels in North Carolina, South Carolina, Tennessee and Georgia. The task force is currently focused on developing refueling corridors and accompanying support tactics so that by 2010, facilities that provide biodiesel and ethanol will be strategically located along key interstate highways. These facilities will allow confident travel between major destinations. For more information, contact Emeline Johnston, policy research analyst, at (615) 532-0130, Emeline.Johnston@state.tn.us or visit www.sealtfuels.org.

Tennessee's **Exemplary Educator** (EE) program is a targeted technical assistance program which assists high priority state identified schools in reading, language, math and writing by utilizing the expertise of recently retired exemplary educators. Over the past four years, approximately one-third of Tennessee's initially identified schools have moved off the list with the help of this program. For more information, contact Dr. Connie J. Smith, executive director, Office of Innovation, Improvement and Accountability, at (615) 532-4706 or Connie.j.smith@state.tn.us.

The Aging Texas Well program is designed to ensure that Texans prepare for aging in all aspects of life and that state and local social infrastructure facilitate lifelong healthy aging. For more information, contact Karl Urban, manager of policy analysis and support at (512) 438-4347, karl.urban@dads.state.tx.us, or visit www.agingtexaswell.org.

Western Finalists

Active Managerial Control is used by retail food establishment operators to manage risks that contribute to food borne illness. Alaska is the first state to implement Active Managerial Control as a system that includes four components: Trained Food Service Workforce; Standard Operating Procedures in Food Establishments; Self-Assessment; and Regulation through Inspection and Enforcement. For more information, contact Kristin Ryan, director, at (907) 269-7644 or Kristin_Ryan@dec.state.ak.us, or visit www.state.ak.us/dec/eh.

Hawaii Rx Plus is a prescription drug assistance program for those who qualify. It is designed to reduce the price of prescription drugs, keep administrative costs to a minimum, streamline the application process, prevent crowding out the prescription drug benefits already available through the Hawaii Pre-Paid Health Care Act and protect the rights and benefits of Medicaid recipients. For more information, contact Lillian B. Koller, Esq., director, or Tracy H. Okubo, program coordinator, at (808) 586-4997, Lillian.B.Koller@hawaii.gov or Tracy.H.Okubo@hawaii.gov, or visit www.hawaiiirxplus.com.