



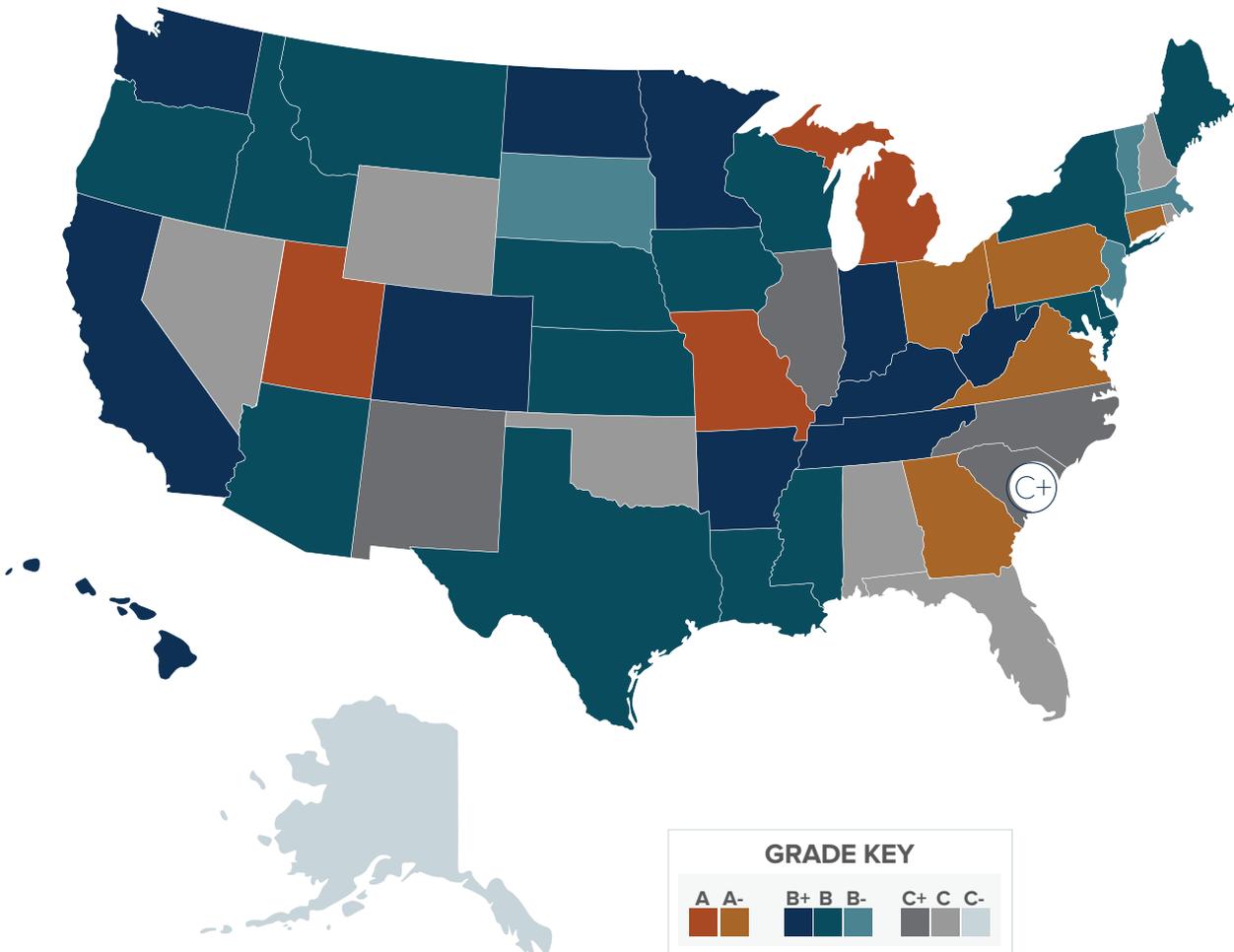
★ **MAKING THE GRADE** ★

SOUTH CAROLINA

The Center for Digital Government's (CDG) Digital States Survey — conducted biennially — is the definitive technology survey for all 50 states. The survey chronicles best practices, policies and progress made by state governments in their use of digital technologies to better serve citizens and streamline operations. All states are graded based on criteria developed by CDG. This document shows leaders where they are in relation to other states in effectively utilizing technology. It also provides them with enterprise information technology benchmarks and best-practice examples.

The 2014 Digital States Survey presented findings in a report card format, awarding each state a grade. Eight states received top honors, with 3 states receiving an A grade and 5 receiving an A-. Eleven states were awarded B+ grades, 15 states with a B grade, 4 states with a B-, 4 states with a C+, 7 with a C and 1 with a C-.

★ SOUTH CAROLINA'S 2014 DIGITAL STATES SURVEY GRADE: C+



HOW TO IMPROVE YOUR GRADE



South Carolina is taking important steps toward becoming a digital state. The state is demonstrating a commitment to improve service delivery to citizens, particularly through initiatives such as the Business One Stop application. South Carolina's disaster recovery and fiscal transparency initiatives are potential national best practices candidates.

As South Carolina looks ahead, it should continue to focus on aligning enterprise initiatives with the priorities of the governor's office. Leading states build support for new programs by addressing the governor's priorities and the needs of the citizens who voted for him or her. South Carolina should also clearly articulate its enterprise strategy. What areas will the state CIO drive? What areas will the agencies drive? Whatever the answer may be, the state CIO plays an important role in fostering collaboration and ensuring progress.

Specifically, South Carolina should consider improvements in the following areas as it prepares for its response to the 2016 Digital States Survey. In each area, South Carolina has demonstrated progress but has room to improve the story being told and the facts that support progress being made. Making better use of data supported by outcomes and ROI measures will help stakeholders assess South Carolina's progress.

Performance Benchmark Reporting

South Carolina is working on an implementation of performance reporting processes and systems. The state should develop and communicate a strategy for its use of reporting. Leading states are using reports and data to drive decision-making across the enterprise and in collaboration with legislative budgeting processes. An enterprise dashboard with measures that extend beyond IT systems performance will allow the governor, the legislature and the secretary to measure progress and share that progress with agencies and the public.

Energy Management

While South Carolina might not have an enterprise-wide energy management policy, the state should continue to catalog all areas where energy efforts are occurring and where energy information is available to the public. When describing these various initiatives, South Carolina should pay particular attention to the results energy savings initiatives are producing.

Network Initiatives

South Carolina has taken some innovative steps with its network, such as extending Voice over Internet Protocol (VoIP) to all K-12 schools, higher education, and local and county governments. The state should, however, provide more detail explaining the importance of this initiative and the outcomes it will produce for South Carolina citizens. South Carolina should also describe its enterprise network strategy and how that strategy will improve service delivery for citizens.

HOW CAN SOUTH CAROLINA BE A BEST PRACTICE IT STATE?



Communicate a Vision

Support for strategically using IT begins with a vision that aligns with the governor's agenda and extends to the needs of citizens. Focusing on outcomes will appeal to elected officials and taxpayers alike, and will allow the central IT function greater prominence in the overall budget.

To build momentum for future initiatives, state leaders should ensure they have a well-understood enterprise vision for technology that captures the interests of multiple stakeholders, including taxpayers and elected officials. This vision can guide strategic direction and investment.



Secure the Enterprise

With the ever-increasing frequency and sophistication of cyber attacks, states need to move aggressively to understand and address their enterprise cyber security risks. This will help protect citizen data, as well as the state's critical infrastructure. State chief information security officers (CISOs) should have the authority to set enterprise-wide policies and security technology standards, and enforce agency compliance. Leaders should view security as an enabler of business. For instance, an enterprise identity and access management system can help in better verifying users, protecting confidential data and enabling seamless access to many government services with a single set of electronic credentials. Security must become an integral part of initiatives to modernize state technology systems and embrace new trends such as mobility and cloud.

Security awareness training; advanced security solutions; continuous threat monitoring; and governance, risk and compliance programs require sufficient budget. By taking a risk management approach, and increasing awareness of risks and impacts, states can optimize the impact of tax dollars in the protection of the enterprise.



Improve the Customer Experience

Develop relevant Web-based and mobile services. Citizens expect services to be available online and on their devices. Online services meet citizen expectations while simultaneously lowering governments' per-transaction cost for citizen services by 90 percent or more. Any new development for Web-based applications should also include a mobile strategy. In general, states should measure and report the number of transactions made through mobile and Web-based applications, and develop strategies to increase those numbers year over year.

Engage the Customer. Leading states are crowdsourcing their idea generation, asking citizens to offer ideas for government efficiencies and new services. This approach not only ensures public buy-in for new projects, but also offers legislators and governors another avenue to engage with their constituencies. Civic innovation (e.g., "urban mechanics") is

growing in pockets at the local level. State governments should seek opportunities to further their own innovation by observing the successful actions of cities and counties and potentially partnering with them in their efforts.



Look to Analytics for Improved Citizen Outcomes

Analytics is an emerging practice that has broad applications and implications for government. Analytics technologies can process vast amounts of structured and unstructured data, providing leaders with previously unattainable insights.

For example, analytics allow states to develop predictive models and implement tools and dashboards that can improve decision-making in areas such as law enforcement, patient health, child safety, overall enterprise efficiency and many others. Analytics also provide governments with another tool for detecting and combating fraud. Agencies can improve revenue collection by better identifying taxpayers that don't file or underpay, and reduce expenses as fraudulent claims are detected and managed through more robust analysis of payment systems.



Continue to Consolidate

The benefits of consolidation are well known. In government, the need to modernize, reduce risk and create greater transparency into IT operations have long been cited as reasons to consolidate. States should continue their efforts to consolidate, bringing applications and infrastructure teams under one organization. Leading states have gone so far as to standardize coding tools and languages, and to reuse code developed for one agency's organization across the enterprise.

Consolidation requires political support, strong management and clear governance. States should leverage the best practices consolidated states have used to achieve their goals.



Collaborate Across the Enterprise

Agencies should look for new unified communications and collaboration tools to communicate effectively — both internally and with constituents. Collaboration tools ranging from audio and Web conferencing to Voice over Internet Protocol (VoIP), instant messaging and high-definition video can have a real impact on how agencies can share information and collaborate, enabling faster decision-making and increasing agility.



Engage with the Private Sector

Develop new forums for private sector dialogue. The private sector can help governments evolve and assist policymakers in determining the best course for adopting new technologies. Often, government and the private sector do not understand each other's needs, leading to missed opportunities from sub-optimal procurement outcomes.

States should rethink how they engage with the private sector. They should seek to understand not only the offerings provided by private sector partners, but also the needs of those providers and their suggestions on improving government processes. States should understand providers at all stages of maturity, from start-up to large multi-national companies, and should apply both new and mature technologies to their challenges. Recurring forums where governments share their needs, solicit feedback from the private sector and develop new methods to improve communications during procurement processes will produce better outcomes for all parties.

View procurements strategically. Procurement is the moat that all private sector solutions must cross to bring innovation to government. Procurements are typically decentralized and transaction-driven. These processes can be archaic, time consuming and are often deterrents for companies with solutions that would benefit taxpayers.

States often have more flexibility in their procurement processes than they realize.

States should see procurements as “journeys” rather than “processes” and use all available tools to help the marketplace communicate capabilities. Using RFIs and RFQCs help define the relevant marketplace. Talking with potential providers in advance of issuing RFPs will help states define what requirements are realistic and understand marketplace best practices. States should take steps to move procurements in a more expeditious manner and, when stretched, should ask for help from the marketplace to manage complex procurements.



Evaluate Alternative Delivery Models

State CIOs are increasingly becoming IT service brokers. From mid-range services deployed from a state data center to cloud-based offerings, CIOs must manage a multitude of services from multiple partners. These developments have increased the complexity of initiatives that CIOs must integrate and manage, meaning that an effective enterprise governance model is more critical now than it was five years ago. CIOs should explore new developments in delivery models that provide enterprises with flexibility in adding new services, while still offering transparency into legacy operations and monitoring the service levels that are critical for effective state government operations.



Collaborate Across Jurisdictions

Cross-jurisdictional collaboration is a transformative operational model that creates new opportunities for governments to perform more efficiently, leverage shared resources and provide better services. State governments, local governments and university systems should explore ways in which resources can be shared. Networks and data centers can be leveraged by other smaller entities, and development projects can benefit from, for instance, computer science students in a state’s colleges and universities. Citizens increasingly want government to pivot to a citizen-centric approach to service delivery. Creating a “single face of government” requires policies allowing increased data sharing among agencies, deeper vertical integration with federal and local jurisdictions, and more public interfaces for self service. The idea and resource sharing that occurs when solutions are implemented across jurisdictions will become the “new normal” of regional government.

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