ROUTE FIFTY

NAVIGATOR AWARD WINNERS

Implementing Innovative Ideas
in State and Local Government

Introduction

By Michael Grass

Looking back on the past few months, *Route Fifty*'s Navigator Award program has connected us to great stories about great individuals and teams doing great work in state, county and municipal governments across the United States.

Our aim was to feature stories about excellence in implementing good ideas and dealing with tough challenges in states and localities.

Starting in September, we started to profile our 50 Navigator Award finalists, one by one. This group of 50 included city managers, citye administrators, mayors, governors, state agency directors, county officials, chief data officers, chief performance officers, chief innovation officers, fiscal analysts, GIS managers, customer service teams and civic tech advocates, among others.

The work to feature those finalists included trips to places like Minot, North Dakota; Kansas City, Missouri; Portland, Oregon; and Los Angeles. And our research and evaluation of submissions took us to so many other places where we couldn't get to physically, including Washington County, Wisconsin; Charlotte, North Carolina; Boise, Idaho and Miami.

Taking the time to examine each of the finalists—and their hard work and dedication and good ideas—was especially refreshing this year, which has been dominated by an incredibly ugly race for the White House.

While Americans may have an even more dim view of government after this brutal election season, let them take solace that there is incredibly important, innovative and inspiring work being done in state and local governments across the nation. These stories need to be elevated.

The individuals and teams we profiled were selected from a pool of nominations that were submitted over the summer.

Now we're ready to release our 10 winners, whose stories are featured in this ebook.

Michael Grass
Executive Editor, *Route Fifty*
Government Executive Media Group

Navigator Award Finalists

Government Allies and Cross Sector Partners

Amy Aussieker, Envision Charlotte
Beth Blauer, Center for Government Excellence and What Works Cities
★ Derek Eder and Christopher Whitaker, Chicago Hack Night
★ Timothy Elliott, Richard Paris, Joseph Finn and Russell Osgood, Firefighter Cancer Support Network's Boston Cancer Prevention Pilot Program
Marcy Jaffe, National Rural Transit Assistance Program
Jason Kemp and Team, Home Base Iowa
Rebekah Monson, Ernie Hsiung and Cristina Solana, Code for Miami
Michael Murphy and Team, Sangamon County (Ill.) Citizens' Efficiency Committee
Jennifer Saha and Team, CompTIA
Shannon Straight, City of Minot, N.D., Alderman and Community Advocate

Agency and Department Leadership

Jonathan Ball, Chief Legislative Fiscal Analyst, Utah State Legislature
Dale Collins, Supervisor, Fairfax Water Fleet Services, Fairfax County, Va.
Ken Guy and Sandy Hanks, King County, Wash.
Lance Hedquist, City Administrator, South Sioux City, Neb.
Kim Scott Heinle and Team, SEPTA Customer Service and Advocacy Department
Daniel Hoffman, Chief Innovation Officer, Montgomery County, Md.

Tim Krall, Deputy Director, Ohio Department of Administrative Services
★ Jean Ann Lawson, Chief Performance Officer, Kansas City, Mo.
★ Brian W. Ness, Director, Idaho Transportation Department
Team from Dallas Center for Performance Excellence, City of Dallas
Team from Results Washington, State of Washington

State and Local Executive Leadership

★ City Manager Harry Black and Team, City of Cincinnati
Mayor Byron W. Brown and Team, City of Buffalo
Gov. Kate Brown, State of Oregon
Deborah Collins, Deputy County Administrator, Essex County, N.J.
★ Gov. Mark Dayton and Lt. Gov. Tina Smith, State of Minnesota
Mayor Robert Garcia, City of Long Beach, Calif.
Mayor Eric Garcetti and Team, City of Los Angeles
Lance Hedquist, City Administrator, South Sioux City, Neb.
Pittsburgh Mayor Bill Peduto and Team
Joshua Schoemann, Administrator, Washington County, Wis.

Next Generation

★ Ed Blayney, Innovation Project Manager, Louisville Metro Government
Wes Craiglow, Deputy Director for Planning and Development, Conway, Ark.
Robert Green, City Manager, Auburndale, Fla.

Jim Landers and Team, Indiana Legislative Service Agency
Omar Masry, Senior Analyst, City and County of San Francisco
Andrew McCreery, Finance Director, Mt. Lebanon, Pa.
Mike McKee, Materials Engineer, Idaho Transportation Department
★ Nathan Rix, Senior Policy Analyst, Oregon Liquor Control Commission
Stephanie Scafa and Team, City of Eugene, Ore.
Hayley Steele and Helen Stoddard, Love Your Block, City of Phoenix

IT and Data Innovators

Scott Mayers and Team, Louisiana Secretary of State IT Division
★ Diane Pappas, CEO Strategic Planning and Digital Innovations, L.A. Unified School District
★ Tyler Kleykamp, Chief Data Officer, State of Connecticut
Nick O'Day, GIS Manager, Johns Creek, Ga.
Lillian Coral, Chief Data Officer, City of Los Angeles
Jim Sparks and Team, Indiana Geographic Information Office
Reshma Khatkhate and Team, Mississippi Department of Human Services
Chelsa Wagner and Team, Allegheny County Controller's Office
Michael Walters Young and Team, City of Franklin, Tenn.
Sherry Schoonover and Team, City of Topeka, Kan.

Timothy Elliott, Richard Paris, Joseph Finn, Russell Osgood

Firefighter Cancer Support Network's Boston Cancer Prevention Pilot Program

Government Allies and Cross-Sector Partners

By Michael Grass

Too many firefighters are dying of cancer, and an innovative prevention education program piloted in Boston is providing a great model for departments across the nation.

Firefighters face inherent dangers when battling blazes and rescuing people from burning buildings. This is a clear and present reality for any firefighting profession. But there's an occupational hazard that's somewhat hidden, but very much real: cancer.

Between 2002 and 2014, cancer has been blamed for 60 percent of firefighter line-of-duty deaths in the United States, according to data from the International Association of Fire Fighters. In Boston, the statistic is 64 percent for the same time period. That's two-and-a-half times higher than the cancer death rate for other Boston residents. Since 1990, 190 Boston firefighters have died of cancer.

"It's a staggering number. We know that cancer is killing our members, and we're making a collaborative effort to save the lives of Boston firefighters," **Richard Paris**, president of IAFF Local 718, said in a team nomination submission for a "train the trainer" cancer-prevention pilot program led by **Timothy Elliott**, vice president for communications with the Firefighter Cancer Support Network. The goal: Focus on preventive measures the department and firefighters can take to reduce exposure to carcinogens.

Taking Action Against Cancer in the Fire Service is a collaboration of the Firefighter Cancer Support Network and the Boston Fire Department, championed by its team of Navigator Award finalists: Elliott and Paris, along with Boston Fire Commissioner **Joseph Finn** and New Hampshire FCSN Director **Russell Osgood**, a Portsmouth firefighter and the program's lead instructor.

The program not only aims to educate and protect the lives of the approximately 1,450 firefighters in Massachusetts' largest city, it also promises to provide critical insights into how to manage the program effectively for millions more in local firefighting agencies across the nation.

Already, the program has been implemented at agencies in Massachusetts, Florida and Virginia with outstanding reviews, according to the nomination submission. It's a good idea that holds great promise for those who regularly put their lives in danger to help their communities. And we're pleased to name this as a Navigator Award winner in the Government Allies and Cross-Sector Partners category. ◉

Derek Eder and Christopher Whitaker

Chi Hack Night

Government Allies and Cross-Sector Partners

By Michael Grass

It's not easy to host a weekly event to encourage civic engagement.

Civic hackathons—events where a municipal government or other entity brings together civic-minded professional technologists, amateur coders and municipal agencies—are often one-off sessions or too seldom to have lasting community impact. They promote citizen engagement while leveraging municipal or state data resources to create digital tools or resources to better serve the public, but the enthusiasm around hackathons can quickly dissipate after the event concludes.

That's not the case in Chicago with Chi Hack Night. It's not your average hackathon. It happens every week on the eighth floor of the Merchandise Mart. And since March 2012, there have been more than 220 weekly gatherings.

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Even if you don't live in Chicago and can't enjoy the pizza or empanadas, *Route Fifty* recommends watching the Tuesday night event via YouTube.

Why? It's the gold standard for civic digital engagement. It's an inclusive forum for discussion. It's a stage for those with great ideas, observations or expertise to talk to an audience interested in the civic tech space. The night's presenter or presenters might be from Chicago City Hall, Cook County or other local agencies, nonprofit organizations, companies or individuals who are otherwise working to find cool ways to "create, support and serve the public good," as the organization describes its work.

The initiative also includes mini-hackathons, for those who want to collaborate on coding projects. And it's been an incubator for a lot of valuable open-source projects in Chicago, including a river sewage tracking website, a platform to track city council meetings and legislation, and a repository of information related to public health inspections.

A lot of people are involved in making Chi Hack Night possible every week and it's not an easy effort to sustain, which is why *Route Fifty* is happy to honor **Derek Eder** and **Christopher Whitaker**, the two lead organizers. They're not only making Chicago a better place, they're fostering ideas and engagement in so many other cities, too.

Brian W. Ness

Director, Idaho Transportation Department

Agency and Department Leadership

By Michael Grass

Transforming a state transportation agency by empowering its employees to pinpoint cost savings and find operational efficiencies.

There are plenty of philosophies involving effective agency management and how to implement big ideas that can transform operations. Often, those big ideas come from the top.

When **Brian W. Ness**, the director of the Idaho Transportation Department and a *Route Fifty* Navigator Award winner, came into his position, his big idea turned the tables a bit. Instead of implementing ideas from a top-down approach, Ness wanted to empower the 1,500 employees in the agency by having them submit ideas that could save money and time and find other operational efficiencies.

It was all part of his Innovate ITD program.

"Innovation is the most constructive way to change and get better. We do not reject ideas," Ness said, according to his Navigator Award nomination submission. "Rather, we empower employees to look for innovation in all we do from basic, yet effective, process improvements to the most creative ideas."

Because many of these ideas are coming from personnel in the field, this approach gives state workers a greater sense of ownership over the work that they do.

The results?

According to updated numbers from the department, the Innovate ITD program has thus far led to 408 ideas from agency employees. And those ideas have saved 66,734 hours for workers and $2,075,143 for Idaho taxpayers.

From a Navigator Award nomination submission:

> Many of these innovations are discussed in stories in our weekly newsletter, which is posted to our website for the public to see. The innovations are also often discussed in news releases sent statewide to media and industry magazine/journals. They are routinely posted on the department's social-media sites, Facebook and Twitter, which are then shared and re-tweeted by the public.
>
> This allows ITD to reach stakeholders and build credibility. Under Ness, the department has worked hard to establish a customer-service focused culture of transparency and accountability. These initiatives also rebuilt trust with the state's elected leaders, which resulted last year in the Idaho Legislature approving the first increase in gas tax and vehicle registration fees in nearly two decades.

While creating an environment where state employees are encouraged to submit their best ideas on how to improve agency operations isn't a new idea, it's not always implemented on such a broad scale. And that's why it's great to see the approach take root and flourish in the Idaho Transportation Department.

It's an idea worth stealing and adapting for your state or local agency, too.

NAVIGATOR AWARD WINNER: AGENCY AND DEPARTMENT LEADERSHIP

Jean Ann Lawson

Chief Performance Officer, Kansas City, Missouri

Agency and Department Leadership

By Michael Grass

Looking to improve agency customer service? The City of Fountains provides great case studies that showcase an impressive transformation.

Tracking customer service requests with Post-It notes and letting city hotline voicemail messages sit unlistened to before deleting them in bulk are certainly not good best practices for local government agencies. But those eyebrow-raising examples weren't uncommon in certain parts of the municipal government in Missouri's largest city.

"Where we started, it wasn't a very pretty picture," Kansas City's chief performance officer, **Jean Ann Lawson**, said in September during a session on local government technology at the International City/County Management Association's 102nd annual conference, which took place in the City of Fountains, a place that's now well known as a municipal leader in customer service practices.

Lawson, who is a *Route Fifty* Navigator Award winner in the Agency and Department Chiefs category, was sharing insights on how Kansas City implemented a new customer relations management strategy—built around 3-1-1—across municipal agencies as part of ongoing City Hall efforts to improve agency performance through strategic business plans and smart management informed by diligent data collection and analytics.

It was a transformation that's taken more than a decade and at first required a lot of time to assess the various practices being used across Kansas City agencies.

"As we began to interview departments," Lawson said, "we quickly learned that we needed to go deeper into the organization."

That led to new standards for data collection and rolling out a framework to phase in performance management and accountability practices. Before that, some agencies were very lacksidical with responding to service requests, as Lawson shared

> **"There have been enough cities that have done [request for proposals] on CRM systems. Learn from our mistakes."**
>
> **Jean Ann Lawson**

another management blemish from Kansas City's prior experience: "How do you know it's done? The customer didn't call back to complain a second time."

While those types of stories are not always the ones that cities like to share, they're important to share with others and to show just how much of a transformation is possible through a sound strategy and accountability. Lawson urged local governments embarking on efforts to roll out customer relations management improvements to not reinvent the wheel.

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"Not only are they straightforward and easy to answer, keeping them the same allows effective analysis of the data over time."

Harvard University Kennedy School of Government's Ash Center

....

"There have been enough cities that have done [request for proposals] on CRM systems," she said. "Learn from our mistakes."

But also learn from Kansas City's successes, especially in seeking customer feedback through quarterly citizen surveys and follow-up surveys regarding 3-1-1 call experience. Those 3-1-1 surveys consist of three simple questions, which haven't changed in more than a decade, as the Harvard University Kennedy School of Government's Ash Center profiled in August 2015 as part of a series on Data Smart City Solutions: "Not only are they straightforward and easy to answer, keeping them the same allows effective analysis of the data over time."

Compared to the national average, Kansas City residents are more satisfied with their city services. In June, Kansas City received an ICMA Center for Performance Analytics Certificate of Excellence as a government that demonstrates "a commitment to collecting, using, and sharing performance data."

And that commitment continues with Kansas City's participation in the What Works Cities program with support of the Bloomberg Philanthropies.

Route Fifty is pleased to honor Lawson's dedication along with the work that's been done—and continues—to improve the delivery of public services and municipal operations in Kansas City. It's an inspiration for many other cities. ◉

Cincinnati City Manager Harry Black and Team

State and Local Executive Leadership

By Michael Grass

Among all the impressive work being done at Cincinnati City Hall to improve services, there's a great fix-it app, too.

Cincinnati's city manager, **Harry Black**, has set high expectations for the municipal government in Ohio's third-largest city.

"I want Cincinnati to be recognized as the best managed city in America," Black told me last year during a visit to observe CincyStat, an initiative of the Office of Performance and Data Analytics that the city manager and his team had launched a few months before. That operation helps to foster municipal innovation and improves government services while finding efficiencies and savings for taxpayers through the regular use of data analytics.

Just before my visit, the OPDA's Innovation Lab had discovered that Cincinnati had been paying upwards of $100,000 in late fees on utility accounts city agencies had with Duke Energy, a situation that was promptly addressed. The city now expects annual cost savings of $133,000.

At the beginning of this year, Cincinnati's city government opened a new consolidated permitting center that is not only making it easier to access services but is also helping the city reduce the amount of time needed to review permit applications.

The city has saved $300,000 in capital requests through improved IT governance, part of the overall performance management effort that's led to $2.8 million in annual impact, according to a memo Black sent Cincinnati's mayor and city council in September, detailing his office's accomplishments after two years on the job.

Included on that list are a new data-driven community policing strategy, expanded open data offerings and improved blight abatement efforts, "which completely transformed a previously inefficient paper process into an all-digital process, leading to immediate improvements throughout the City and improved revenue collections."

The city has saved $300,000 in capital requests through improved IT governance, part of the overall performance management effort that's led to $2.8 million in annual impact.

Another improvement in Cincinnati: Making it easier for residents to report problems and request services.

In its Navigator Award nomination submission for Black and his team, Cincinnati's city government wanted to tout the rollout of its Fix It Cincy! app:

Fix It Cincy! opens on a screen with three options: You can request a service, view service dates in a specific area (like trash and recycling collection) or check on the status of requests you've already made.

When you make a request or view dates, the user is directed to a map of Cincinnati to find your location by GPS, selecting a location on the map or searching by address. The map also shows the location of pending service requests others have submitted.

Once a location is selected, users can request a wide variety of city services or report problems—from housing maintenance and food operations issues to missed garbage collection, litter, potholes or broken traffic lights.

A new feature of the redesign allows a user to submit a photograph of the issue they're reporting in addition to a written description. The aim of adding this visual communication component was to help the City know exactly how to fix the problem. For instance the City uses a different method to treat a 2-inch pothole than a 12-inch pothole, so a picture of the pothole uploaded through the app makes it much easier to fix properly.

It's a sleek and handy tool and part of the overall package of improvements that Black has helped drive since he arrived in Cincinnati.

While it's hard to quantify where Cincinnati ranks among the nation's best-managed municipalities, *Route Fifty* is pleased to name Harry Black and his team in the city manager's office as Navigator Award winner in the Executive Leadership category. There's a lot of impressive work going on to improve the city's government and it's making Cincinnati stand out among its municipal peers when it comes to management.

It's a sleek and handy tool and part of the overall package of improvements that Black has helped drive since he arrived in Cincinnati.

NAVIGATOR AWARD WINNERS: STATE AND LOCAL EXECUTIVE LEADERSHIP

Minnesota Gov. Mark Dayton and Lt. Gov. Tina Smith

State and Local Executive Leadership

By Michael Grass

There's a need to expand access to free pre-kindergarten programs in Minnesota. And while an earlier Dayton administration proposal to do that in a big way didn't gain traction, the North Star State took an important step in the right direction.

For the state of Minnesota, the following stats aren't ones that public officials should trumpet: According to rankings released last year as part of *Education Week*'s Quality Counts report, the state was ranked 50th in the nation for students enrolled in full-day preschool. And according to the most recent data culled by the Annie E. Casey Kids Count Data Book, 55 percent of 3- and 4-year-olds in Minnesota—that's about 79,000 kids—weren't enrolled in any sort of pre-kindergarten program.

Those programs have been shown to help low-income students especially, boosting graduation and employment rates while reducing incarceration rates. Additionally, for every $1 spent on early childhood education results in a larger investment of $16. So it's not surprising that Minnesota Gov. Mark Dayton and Lt. Gov. Tina Smith have called on state lawmakers to fund more investment in early-childhood education.

A previous proposal from the governor had called for $173 million in funding aimed at educating 57,000 4-year-olds in free and voluntary pre-K programs across the state.

While state lawmakers in St. Paul didn't go along with that plan, during the most recent legislative session, Dayton and Smith were able to secure $25 million in funding for pre-K programs. And this fall, thanks to that funding, free pre-K is now available in one-fifth of Minnesota school districts and includes about 3,300 students in 74 districts, according to the state.

The governor, in a statement released in August, said that "without additional funding, thousands of kids will be denied the educational opportunities they need to achieve their greatest potentials. Lt. Governor Smith and I will keep fighting until every Minnesota family has the choice to send their child to preschool."

Though the governor's initial pre-K proposal didn't result in full funding, the $25 million is an important step forward that will, hopefully, make the case and lay the foundation for greater investment in early childhood education in future years.

We're pleased to include Dayton and Smith in our group of *Route Fifty* Navigator Award finalists because of their efforts to advocate for such vital and fundamental education investments.

Ed Blayney

Innovation Project Manager, Louisville Metro Government

Next Generation

By Michael Grass

Crowdsourcing data on internet connectivity may seem like an odd municipal exercise, but it's proven to be a valuable tool in Louisville.

Among municipalities, the Louisville Metro government is known as an engine of innovation. Transforming government through improvements in performance and service delivery has been a priority for Mayor Greg Fischer and his accomplished team, which includes folks like Daro Mott, who recently rejoined the Louisville Metro Government as chief of performance improvement after a stint in the government of Cuyahoga County, Ohio.

Those efforts have resulted in the creation of a highly regarded municipal analytics operation, LouieStat, and an open data portal, among other projects spearheaded by Louisville's Office of Performance Improvement and Innovation and collaborations with organizations like Code for America, What Works Cities and others.

An important member of Louisville's engine of innovation is **Ed Blayney**, who is "a very high energy, hard driving agent of change in the public sector," according to a Navigator Award nomination submission in the Next Generation category.

While Blayney, an innovation project manager, has worked on a variety of the great initiatives that has helped to set Louisville apart from many of its peer jurisdictions, there's one digital effort in particular that

Route Fifty would like to highlight—an important tool that could be replicated elsewhere.

During a hackathon that Blayney helped organize, a great idea rose to the top—an idea that led to the creation of SpeedUpLouisville.com.

When trying to tackle challenges related to digital inclusivity, local governments are faced with an information gap regarding internet speeds. Specific data on internet connectivity—which can give policymakers a better picture of the areas in a city that may suffer from lagging digital infrastructure and gaps in service—is held by private companies, who aren't obligated to share much of that information with those policymakers or the public at large.

But the government can ask internet customers to share information about the quality of their internet connection. And they can do that at SpeedUpLouisville.com, plus explore the local geography of internet access, compare speeds of access offered through AT&T and Time Warner Cable and otherwise get a better understanding of the landscape of connectivity.

Thus far, more than 3,650 speed tests have been submitted through the site—and the data is fascinating to sift through.

SpeedUpLouisville.com a great idea and one that wouldn't have been possible if it weren't for the hard-working members of the Louisville Office of Performance Improvement and Innovation, including Blayney, who we're happy to include as one of our 10 Navigator Award winners. ◉

Nathan Rix

Senior Policy Analyst, Oregon Liquor Control Commission

Next Generation

By Michael Grass

For months and months, Oct. 1 was a date on the calendar that many in Oregon were watching closely. That's when the sale of recreational marijuana at retailers licensed by the Oregon Liquor Control Commission could officially begin, marking another milestone in the transition away from the state's existing medical marijuana system.

That shift from the medical system to a recreational one regulated by the state hasn't been an easy feat. But it was something that was mandated in Initiative 91, which was approved by Oregon voters in 2014.

The approved measure not only legalized limited amounts of recreational marijuana for adults age 21 years and older, but it left the OLCC in charge of crafting a new regulatory framework, including taxing.

While there were some doubts that the Oct. 1 deadline could be met, the OLCC announced at the end of September that it had approved licenses for 26 recreational marijuana retailers around the state, meeting the commission's promise that recreational stores would be open in the fall of 2016. Additionally, the commission said that it to date had approved 326 licenses for recreational marijuana producers, processors, wholesalers, retailers and labs.

Oregon's marijuana testing program is the nation's most comprehensive to ensure consumer safety and the state recently issued its first health alert for marijuana tainted with high-levels of pesticide.

It's been a long road since voters approved Initiative 91 and the journey isn't done yet.

"Over the next few months OLCC expects to license several hundred retailers in communities that have opted to allow retail marijuana," OLCC chair Rob Patridge said in a Sept. 30 statement. "I believe the near future will bring substantial policy, legal, and other challenges for the OLCC in regulating marijuana and we are up for the challenges."

An important Oregon state employee helping to navigate this brave new regulatory world is **Nathan Rix**, an OLCC senior policy analyst with the recreational marijuana program.

Rix has led a team of professionals to implement the regulatory structure and the IT infrastructure needed to manage it effectively. (The OLCC worked with Olathe, Kansas-based NIC on the tech implementation.)

"What we're trying to do is create an atmosphere where you can come into our regulated system and it will feel much more like an IRS audit than a SWAT team because we want you in the regulated market," Rix said in March, according to GCN.

Rix, who previously worked as a strategic initiatives project manager for Oregon's chief operating officer, is also an adjunct lecture in economics at George Fox University and sits as a citizen representative on the city of Tigard's Budget Committee.

Route Fifty is pleased to name Rix a Navigator Award winner in the Next Generation category for his hard work and dedication to help implement Oregon's regulatory framework for recreational marijuana. As more states legalize marijuana, they'll be looking at the work being done at the OLCC to bring marijuana out of the shadows and into a regulated system. ⬤

Diana Pappas

CEO, Strategic Planning and Digital Innovations, Los Angeles Unified School District

IT and Data Innovators

By Michael Grass

It's never easy to sort through the mess created by a massive IT failure, especially something as large as one impacting a major city school district's information management system for students.

That's the challenge that Diane Pappas, the CEO for strategic planning and digital innovations for the Los Angeles Unified School District, was facing in the wake of 2014's high-profile failure of MiSis, a system used for scheduling classes and tracking attendance.

It got so bad that three weeks into the school year, L.A. high school students walked out to protest the IT failures, which among other problems, was scheduling students for classes they had already taken and passed or grouped all Advanced Placement course options into the same time class period, KPCC reported at the time. Around the same time, 45,000 students were reportedly missing from the system, according to the *Los Angeles Daily News*.

It's important to remember the size and scale of the L.A. Unified School District, the second-largest in the nation by enrollment, to fully appreciate the work that needed to be done to fix MiSis and fix it quickly.

According to a Navigator Award nomination submission for Pappas:

> With over 900 schools, almost 32,000 teachers and more than 640,000 students, LAUSD required an information system that could

handle something as large as the U.S. Navy. Once appointed, Ms. Pappas revamped processes and restructured the project organization in alignment with recommendations provided by a variety of expert analysts. She brought in a different management style—management by collaboration. The success of this project is in large part due to Diane's leadership style: full disclosure, 100% transparency, and consistently reminding everyone involved who we were doing this for— the kids, parents and teachers.

"[S]he has done an outstanding job in swiftly bringing a challenged system into a workable mode for our schools," Ramon C. Cortines, LAUSD's superintendent, said in a statement announcing the Board of Education's approval of Pappas' appointment to her position.

The continuing work to improve MiSis has been getting high marks.

"People have put in very, very long hours and done very, very good planning, " Stephen English, a member of the L.A. City Controller's executive committee, said during a bond oversight meeting in early September. "This has been one remarkably successful turnaround."

Route Fifty is pleased to include Pappas as one of the 10 Navigator Award winners.

NAVIGATOR AWARD WINNER: IT AND DATA INNOVATORS

Tyler Kleykamp

Chief Data Officer, State of Connecticut

IT and Data Innovators

By Dave Nyczepir

Commitment to accuracy is critical when opening a city or state government's datasets, which means stats must not only be verified and complete but also regularly updated.

In Connecticut, Chief Data Officer **Tyler Kleykamp** has made significant improvements to his state's Open Data initiative launched in February 2014. New datasets are continually inventoried in an online portal, where users can visualize certain stats as graphs, charts and maps.

Under Kleykamp, Connecticut's U.S. States Open Data Census score has gone from 78 percent to 84 percent.

"Something state & federal gov't have in common: we're both aggregators of data that's generated at a more local level," Kleykamp tweeted on Oct. 28.

Always seeking out that next dataset to improve, over the last year Kleykamp pushed for the Nutmeg State to publish its data on the pressing issue of substance abuse. With those numbers readily at their disposal, Connecticut officials can more easily make data-driven decisions concerning the opioid crisis.

Kleykamp has demonstrated willingness to collaborate to obtain department data and regularly holds Open Data Office Hours to keep the public abreast of what his team is up to.

Last March, Kleykamp was awarded the 2016 Open Data Pioneer Award and *Route Fifty* is pleased to include him as a Navigator Award finalist.

> **"Something state & federal gov't have in common: we're both aggregators of data that's generated at a more local level."**
>
> **Kleykamp, in an Oct. 28 tweet**

About the Authors

Michael Grass

Michael Grass, executive editor of *Route Fifty*, joined the Government Executive Media Group in June 2014. He was the founding co-editor of DCist.com and worked as a copy editor at *Roll Call*, local and online editor at *The Washington Post*'s *Express* newspaper, deputy managing editor at *The New York Observer*'s Politicker.com, deputy managing editor at *Washington City Paper* and the D.C., Maryland and Virginia local editor for *The Huffington Post*. He also managed a nonprofit network of state-based policy news sites in Colorado, Iowa, Michigan, Minnesota and New Mexico.

Dave Nyczepir

Dave Nyczepir is a News Editor for *Route Fifty*. He previously was a reporter at the *Desert Sun* newspaper in Southern California's Coachella Valley and worked for *Campaigns & Elections* magazine and covered Maryland's 2012 legislative session for the University of Maryland's Capital News Service. He holds a master's of journalism from the University of Maryland.