



**State of Maryland
Information Technology
Master Plan**

Fiscal Year 2014

August 2012

EXECUTIVE SUMMARY

While current economic indicators are “all over the board” concerning the current rate of recovery from the worst recession in almost a hundred years, State budget planning guidance clearly indicates that Fiscal Year 2014 (FY14) will undoubtedly be another year of budget and spending contraction. Governor O’Malley and his administration have continued to respond to the daunting fiscal challenge by responsibly reducing State budgets by an aggregate \$7.5 billion, while preserving priorities such as protecting Maryland’s families and small businesses, fostering conditions for economic growth by creating and saving jobs, and charting progress on primacies like public education, college affordability, health care, public safety and the environment. The fact of the matter is that the present state of fiscal affairs may represent the “new normal” and State government stakeholders, State information technology (IT) leadership, and the State IT Master Plan (ITMP) must adjust its tenets to align with a plethora of constraints and challenges.

Just as the Governor has remained stalwart in pursuit of the Administration’s priorities and core strategic goals, the ITMP remains anchored to its perpetual objectives of consolidation, interoperability and standardization. During the current fiscal year, there has been clear evidence of these objectives in practice on several fronts. In the spring of 2012, the Governor initiated the first live call for service under the Statewide Interoperable Wireless Communications System, a 700 MHz digital radio system that is being rolled out to all State agencies with radio communications needs and numerous local jurisdictions. Under the leadership of DoIT, the State executive branch agencies are joining a single enterprise messaging and collaboration environment within a “cloud” architecture. Also, the Department of IT (DoIT) has recently assumed greater responsibility for statewide, consolidated GIS and web activities with the formation of enhanced teams made up of talented professional resources previously assigned to specific agencies. Under this synergistic structure, the GIS and web teams can provide benefits and value to all agencies at unprecedented levels.

Looking at FY14 and beyond, there are additional initiatives that are materializing that will continue to clearly support the ITMP objectives. The State will look to consolidate telephony platforms and operations under a shared services model. It is logical to pursue statewide standardization of technology hardware and application platforms as there is much economy of scale to be derived from quantity discounting and more efficient support channels. It further makes sense to implement a higher level of centralized procurement and contract management to reduce both general overhead cost and the time required to execute these functions. Furthermore, the potential deployment of centrally-shared software applications (e.g., human resources/benefits management/time collection, case management, document management, permitting/licensing, data warehousing/analytics, etc.) suggests other prime areas for resource optimization and cost savings.

For FY14, the ITMP’s three perpetual objectives of consolidation, interoperability and standardization are as appropriate as ever. As demonstrated over the past several years, these core objectives, enhanced by a growing spirit of innovation, provide a solid foundation upon which to build successful IT systems that meet the needs of State agencies and their customers. Furthermore, these objectives strive to promote inter-agency collaboration and, in the upcoming fiscal year, major IT projects are predicted to exhibit the highest level of multi-agency partnerships witnessed in recent memory. The combination of a demanding yet supportive Governor and executive administration, a guiding Legislature, ingenuous and creative commercial partners, dedicated and talented staff, and this clear and foundational ITMP comprise the required elements to move forward in FY14 to allow technology to serve as one of State government’s most integral tools for enabling agencies to protect and serve citizens during these portentous days upon us and a much more affable period which is destined to follow.

RECENT ACCOMPLISHMENTS

The following are examples of the numerous IT accomplishments across the State. Full details of agency accomplishments appear in each agency's specific IT Master Plan.

COMPASS - Outdoor Service Delivery System

In February 2012, the Department of Natural Resources (DNR) deployed a new online customer service delivery portal called COMPASS (<https://compass.dnr.maryland.gov/dnrcompassportal>). The system issues commercial and recreational licenses with the collection of associated harvest and catch information, off-road vehicle registrations and other associated free registrations. Deployed to DNR service centers first and then to more than 200 sports license agents, toll-free telephone sales and self-service sales from the DNR website via COMPASS has issued a record number of licenses. The new system uses wizards to guide new and returning customers through the account creation process to produce a DNRid card. Customers can purchase licenses by accessing a customized product catalog based on their stored information. With selections added to the shopping cart, the customer proceeds to checkout and is presented with their license for instant printing. If a customer opts not to purchase online, they simply present their DNRid card at any sports license agent for accurate account lookup and quick license issuance. Future enhancements include online renewal of commercial licenses and boat registrations, park and camping reservations, enrollment in safety education classes and mapping tools to track customer resource use.

Statewide Personnel System (SPS) – Phase I (Recruitment Module)

Phase I of the SPS project was completed in August, 2012. The first of the two-phase SPS project implemented a Software as a Service (SaaS) personnel recruitment module that will ultimately be integrated with the complete SPS solution when Phase II is fully deployed. The new recruitment module launched by the Department of Budget and Management Office of Personnel Services and Benefits is powered by JobAps (<http://www.jobaps.com/MD/>). The new system replaced a number of outdated systems and redundant processes and significantly enhances the way the State recruits employees, by making it easier to apply for State jobs and reducing the overall time to hire. More than 500 State employees will use JobAps to perform their assigned recruitment duties. The system provides streamlined workflow processes, calculations and reporting for Human Resources (HR) professionals, improvements for applicants, including the ability to apply for more than one job using a secure, single application and applicant self-service and overall benefits to the State, including standardization and efficiencies in the recruiting and hiring processes.

One Maryland Broadband Network

A cornerstone of progress for networkMaryland™ is the One Maryland Broadband Network, which is connecting 1006 Community Anchor Institutions to high speed fiber optic cabling and creating an intergovernmental data network joining all 24 of Maryland's counties. So far, the project has installed over 300 miles of fiber optic cable. Once complete, this network will allow State agencies and local jurisdictions to share large data sets and support high bandwidth applications, including those used for public safety, education and other critical public service. One example of this is the ability to share homeland security video among public safety entities. This capability was used during the Governor's inauguration, where the City of Annapolis, Department of General Services, and Maryland State Police (MSP) shared camera streams and the inaugural Baltimore Grand Prix, where Baltimore City Police, Baltimore County Police, Maryland Transit Administration (MTA), Maryland Port Administration, and the State Highway Administration all shared video feeds.

Statewide Interoperable Radio System

Governor O'Malley initiated the "First Call" on a new Statewide Radio Communications system for public safety. This marks the completion of the first phase of a project that will provide interoperable communications for State and local police, fire and emergency management workers. The Maryland Transportation Authority police, three MSP barracks along I-95 and Kent County will be the first users of the new 700 MHz Communications system. Region 2, the entire Eastern Shore, is expected to be completed by December of 2013. Other regions will be deployed as capital funds are made available.

Cloud Collaboration

Maryland initiated a project to consolidate email, calendar and document sharing applications and migrate all Executive branch agencies to Google Apps for Government. Close to 15,000 mailboxes have been migrated to Google so far, including the Department of Information Technology (DoIT), Maryland Emergency Management Agency, Retirement Planning, Agriculture (MDA), State Archives, MSP, Health and Mental Hygiene (DHMH), and the Governor's Office. Agency migrations should be completed in FY 2013. In support of this migration to Google Apps is a centralized identity management system that can be leveraged in the future to provide single sign-on for cross-agency applications and is the foundation for secure IT operation. Perhaps the greatest benefit comes with the enhancement of State employee productivity by collaboratively building and sharing data and documents, and leveraging new communications mediums (e.g., chat, video, etc.) from a common user interface that is easily and securely accessible from literally any location in the world.

Self-Funded eGov

About a year ago, NICUSA, Inc. (NIC) began providing to the State design, development, hosting, operation and maintenance of eGov products and services via a self-funded business model. The new funding model leverages fees for select services to pay for other non-fee-based-services and includes an electronic payments engine. During this first year, NIC has completed projects for the Motor Vehicle Administration, including a suite of driver and vehicle records systems and mobile applications for a new driver test tutorial. NIC recently completed an application for MDA, in response to legislation requiring persons who transport waste kitchen grease to register annually with the MDA to help deter theft. The online application system was developed to expedite the registration process. See <https://egov.maryland.gov/MDA/KitchenGrease>.

CharmCard®

The Maryland Department of Transportation MTA's new CharmCard® uses smart card technology to replace the fare collection equipment on MTA's core modalities (Local Bus, Metro Subway, and Light Rail). The CharmCard® is available for both full-fare and reduced-fare customers. Features of the new system include directed auto-loading for one time purchases, threshold auto-loading for automatic recurring purchases, and a website for patrons to monitor/manage the balance on their card and make purchases of stored value and/or pass products.

OSPREY

The State Geospatial Information Office released a public-facing interactive online map called OSPREY (Operational & Situational Picture for Responding to Emergencies). Released just before tropical storms Irene and Lee struck Maryland in 2011, OSPREY is available from the Maryland Emergency Management Administration's website on a 24/7 basis (see <http://mema.maryland.gov/current/Pages/Osprey.aspx>) and was used during the derecho storm of June 29, 2012, to help in reporting power outages and restoration efforts, display the locations of shelters and alert citizens to areas of safety.

Energy Conservation

In conjunction with the Governor's "Smart Green and Growing Initiative", the Department of General Services has created a statewide energy database that captures every agency's utility consumption (e.g., electricity, gas, fuel oil, water, etc.) on a monthly basis. In many cases, the data is derived from automated data feeds that are "pushed" to the State database from the providers' billing systems. Facilitated by the StateStat process, each agency has been tasked to produce an energy conservation plan that is monitored and assessed by analyzing the month over month and year over year data. The database, along with its intuitive reporting products, is shared with the public via <http://www.dgs.maryland.gov/energy/EnergyDatabasePublic.html>.

Social Media

Maryland has a very active social media presence that it routinely uses in new and exciting ways to engage and connect with citizens, to capitalize on the public's increasing use of this medium and the opportunities to collaborate in ways never before available. When DHMH wanted to brainstorm innovative ways to use health data in Maryland's new Health Information Exchange to drive better outcomes, they asked the general public for help via Spigit. Spigit allowed the general public to submit innovative ideas and evaluate the ideas of others. A public naming contest led to broad participation: 41 ideas were submitted, and over 750 votes were cast. Ideas that garnered enough public interest were passed on to a panel of experts, who selected five finalists to present their ideas to the Governor and other senior staff. In addition to these collaborations, individual departments gain various benefits of social media. For instance, all the state parks in Maryland are on Foursquare, enabling them to give their visitors up-to-date, accurate information in a timely fashion. To ensure easy access to state agencies' social media information, Maryland has created a comprehensive list on the [Direct 2 U](#) site providing central access to the various agencies social media pages.

INTRODUCTION

The State ITMP is comprised of three perpetual objectives: **Consolidation, Interoperability and Standards**. These long-term objectives serve as the umbrella under which State agencies can plan for, develop and implement information technology initiatives across multiple funding years and even across multiple agencies. Supporting each objective are 11 strategies that agencies can use as a way to focus their IT planning efforts in congruence with the State's enterprise goals.

The FY14 ITMP contains examples of several of the actual initiatives that agencies will pursue, given ultimate approval and funding support. This is a representative listing only; whereas each individual agency's ITMP offers a comprehensive listing of the agency's proposed initiatives. Agencies may access full instructions for preparing and submitting agency ITMPs at <https://www.itac.state.md.us>.

Each of the example initiatives is aligned into a category that best describes its breadth. Those categories are:

Statewide – An initiative applicable to many or all State agencies.

Location Specific – An initiative that is geographically defined, such as a building, city or region and may include multiple agencies.

Line-of-Business – An initiative involving multiple agencies that provide similar services.

Intra-Agency – An initiative that is specific to a single agency.

Inter-Agency – An initiative that encompasses more than one agency, but is not statewide and for which line-of business and location are not essential drivers.

OBJECTIVES AND STRATEGIES

Perpetual Objective I – Consolidation

The elimination of duplicative systems to achieve economies of scale. Consolidation refers to integrating IT resources, including physical hardware, human capital, software licensing and operating systems. Consolidation can simplify the State's IT environment, enabling streamlined business processes, thereby reducing support requirements and associated costs.

#1 Supporting Strategy: Platform

Platform refers to the physical devices used for IT activities as well as the software and operating systems operating on them. The most recent trends in IT platform architecture have been toward a more centralized model. Platform consolidation refers to a variety of possible outcomes, including agencies sharing enterprise applications, streamlining or eliminating redundant systems, and virtualization, which combines many separate components onto a minimum number of physical devices. The benefits of platform consolidation include running a greener operation by reducing energy cost, operations and maintenance staff spending less time physically moving between resources requiring attention; potential for reducing the resources needed for operations and maintenance and reducing potential points of failure.

#2 Supporting Strategy: Disaster Recovery (DR)

Disaster Recovery is any activity that secures IT resources from vulnerability, such as protection from events ranging from man-made attacks to natural disasters. Initiatives range from performing regular tape back-ups of a system to having redundant operations in separate locations that would immediately failover in the event of a disruption at the primary location. The overriding benefit of a DR supporting strategy is the continuity of operations to support critical business functions after a disastrous event. Likewise, non-critical systems are backed up and can be quickly and efficiently restored in a prescribed timely manner after an event.

#3 Supporting Strategy: Networks

Networks are the “plumbing systems” that convey electronic data from one place to its intended destination. Data may be conveyed through physical cables including fiber optics or via wireless means such as radio frequency, satellite communication and cellular networks. Network consolidation includes multiple entities finding opportunities to piggyback on new or existing network infrastructure. The benefits of network consolidation are the optimization of resources, increased capacity and performance and improved security.

Perpetual Objective II – Interoperability

The ability to exchange and share information across disparate systems, enabling system users to collaborate more effectively.

#4 Supporting Strategy: First Responder Tools

Maryland's geography makes it perpetually susceptible to both man-made and natural disasters that can have an impact on many different scales from local to regional to worldwide. Constant availability of communication and information facilitated via technology systems is a necessity during such events. A broad range of tools and technology fall into this category, including dedicated multi-agency communication channels, computer-aided dispatch systems and portable tracking devices with real-time logistics data. This strategy benefits all who live and work in and around Maryland, by enabling first responders to efficiently respond to and minimize the impact of emergent events.

#5 Supporting Strategy: Case Management

Case management refers to information technology systems that automate an individual's movement, concurrent with all associated case data, through a business process or workflow. Cases range from those associated with offenders to those for citizens in need of State provided social services. Interoperable case management systems set the stage for unifying business processes within single or multiple partner organizations so that data associated with the individual can be shared and coordinated efficiently between stages of the process. These systems allow case managers to perform their jobs with all required data at their fingertips, thus enabling them to make the most informed decisions and provide the highest level of service.

#6 Supporting Strategy: Geospatial Information

Geospatial Information Systems (GIS) offer an opportunity to link existing State data to a location on a map to support any number of innovative and valuable services. It can be used, for example, to inventory State highway assets, plan and track land use, plan for natural and man-made disaster responses, provide useful data to the StateStat program, etc. The geo-spatial data is based on a combination of aerial photography and global positioning information. The cost of the aerial photography can be shared across several agencies, as well as municipal and county governments. Since the system is standards based, all levels of government and its partners can share the same data.

Perpetual Objective III – Standards

The use of industry accepted and State developed best practices as the framework for deploying, operating and maintaining IT operations. Standards include data, security, hardware and software applications, and project and contract management.

#7 Supporting Strategy: Legacy System Risk Mitigation

The State must apply industry best practices through continuous analysis and upgrade of its supporting IT systems – both software applications and hardware. Legacy systems are those put in place in bygone years ranging from monolithic mainframe applications to the PCs on employees' desks. Some of these systems have outlived their original operational and maintenance life cycle, yet they can be found, today, still supporting business functions that are

critical to the State's ability to provide services to its citizens. This adds considerable risk to an agency's core capability to fulfill its mission and provides little opportunity for interoperability. Also, if maintenance is available, it can be costly. By mitigating risk through modernizing legacy systems and performing routine hardware refreshes, the State has the potential to increase return on the investment by creating applications that are more quickly and cost effectively maintained, enhanced and distributed.

#8 Supporting Strategy: Data Standards

For data to be standardized, users must agree on how data is defined, formatted and represented. These standards become the rules to be followed when capturing data into a supporting system. Once standard, data can be more easily communicated and shared, reducing redundancy and improving data quality. Lack of uniform data standards in an environment of disparate systems is a universal problem. For example, the State has many systems that contain different versions of the same information about the same topic or customer. If the data contained in these systems were standardized, the systems may be able to share one source of the data with the potential for eliminating duplicate data entry, while improving consistency and integrity.

#9 Supporting Strategy: Information Retention

Information retention refers to the length of time an organization has/is obligated to keep artifacts such as emails, memos, meeting notes, etc. associated with its business. There are many factors influencing this issue that force a multi-faceted approach to this strategy. Internal policies, litigation requirements, the Public Information Act, and Code of Maryland Acquisition Regulations specifications are a few drivers dictating what information retention policies are suggested at different levels of State government.

#10 Supporting Strategy: Internet and Web Services

The use of the Internet and web technology continues to play an essential role in Maryland's policy and approach to citizen engagement, open government and online service delivery. It is a commitment that extends beyond citizens, to visitors, business partners and other government agencies. The State has adopted a customer-centric focus to meet a growing demand for information and services to be available via the web. Maryland.Gov is the central communication and delivery channel for access to the State's eGovernment services. It is a diverse portfolio that spans general interest to daily life events and emergency preparedness and response.

The State will, whenever possible, leverage technology tools and resources as enterprise-wide solutions to simplify deployment of services and to avoid duplicate spending. The Statewide Government Intranet (SwGI) will continue to evolve as a secure channel for shared applications between agencies and business partners. The IT community within the State will work closely with internal and external business partners to improve the overall usefulness and usability of websites according to the following best practices:

CONSISTENCY - Websites will adhere to common design and organization elements, maryland.gov domain naming convention, statewide search services and other best practices.

ACCESSIBILITY - Web site design, functionality and content will adhere to the State regulations for non-visual accessibility. See <http://doit.maryland.gov/policies/Pages/nva.aspx>

ACCOUNTABILITY - Maryland government websites will contain contact information in the footer or other appropriate and visible areas of the website.

TRANSPARENCY - Websites will provide links to policies consistently located in the footer of relevant pages that ensure appropriate protections and practices of the State and its citizens.

CITIZEN-ORIENTED - maryland.gov will partner with agencies to aggregate services and content by topic, geography, business or individual. Content will be simplified and written for the web consistent standards provided by the federal government (<http://www.plainlanguage.gov>).

PUBLIC RECORDS - Content published on public facing web sites will align with the agency's record retention policy in accordance with guidance provided by the State Archives.

(http://www.msa.md.gov/msa/intromsa/html/record_mgmt/homepage.html)

MULTI-MEDIA - Websites will promote access to content and events via a variety of new media formats (audio, video, email subscriptions) and mobile platforms.

QUALITY CONTROLLED - The statewide web manager community will serve as a governance body for maryland.gov to develop, promote and monitor progress of the State's eGovernment presence.

#11 Supporting Strategy: Process Management

Without clearly defined and understood business processes, the benefit of IT is diminished. To enable excellence in State service, applying and using current processes related to IT strategic planning, operations and procurement needs to continually be practiced in order to maximize return on dollars invested in IT. Ironically, not doing so can result in less efficient business processes when the goal had been "doing more with less". Examples of current processes include System Development Life Cycle (SDLC), contract management, project and program management and associated tools, standard operating procedure documentation and business process analysis and re-engineering. Benefits of initiatives for this supporting strategy are the alignment of State IT with industry best practice processes and cohesive operations within and between agencies.

REPRESENTATIVE INITIATIVES

The State ITMP provides examples of actual initiatives that the State anticipates in support of the Plan's defined objectives and strategies, of course, depending upon available resources. Initiatives cover the gamut of activities, including research and planning exercises, business process analysis/re-engineering, operational priorities, and/or actual IT development projects. Initiatives that meet the threshold of Major IT Development Projects are submitted by the lead agency for review and approval via the annual IT Project Request (ITPR) process.

Centrally-Provided Services

Beginning in FY13, the State began migrating to an expanded shared services model, with DoIT adding services to its enterprise-wide offerings. A new, enterprise IT customer service center, will be comprised of project managers, business analysts, technical writers, fiscal analysts, technologists, attorneys, procurement officers, etc., that can work with agencies to build strategic plans, develop budgets, execute procurements and projects, and consult in the areas of business workflow modeling and process re-engineering. DoIT will become the "boots on the ground" IT service provider to numerous smaller State agencies who currently maintain independent IT service organizations. Elimination of redundant functions and economies of scale derived from a shared deployment of human resources, contracts and IT hardware/software tools and resources will result in lower net costs to the agencies who participate. In FY14, the services catalog will continue expanding into a variety of areas:

Major IT Development Project (MITDP) procurement support. Human capital, time and funding are resources that are stretched very thin. Likewise, in the current decentralized environment, the quality of the procurement products developed is inconsistent and the process is taxing and inefficient. Throughout FY13, DoIT will be posting on its web pages, for agency and business partner access, valuable best practices information about how to correctly and effectively develop requirements and develop those into procurement products. In FY14, DoIT will take on that responsibility for producing all solicitations supporting MITDPs. As the resource that is most well versed in industry best practices and State procurement, DoIT is in the best position to provide MITDP solicitation development as a service to the agencies managing those projects. This service will be provided through a combined team of State staff and business partners via a reimbursable model.

IT Commodity Purchasing. Building on another initiative from FY13 to establish statewide standards for basic IT commodities, in FY14, DoIT will advance this to the next step by doing all of the IT commodities purchasing on behalf of the State agencies. This will allow Maryland to achieve economies of scale prices, enable the agencies to budget accurately for these products from year to year and will free agency IT and procurement staff to focus on mission-critical initiatives. This service will be provided through a combined team of State staff and business partners via a reimbursable model.

Lead Agency: DoIT

Category: Statewide

Supporting Strategies: #11 Process Management

SPS – Statewide Personnel Management System – Phase II

With the first phase of the legacy replacement of the State's personnel systems having been successfully implemented, DBM is now pursuing the second phase – also a SaaS strategy - for the remainder of the complete HR Information Systems (HRIS) solution. Once fully implemented,

the new HRIS will streamline HR activities, eliminate duplication of effort and consolidate multiple existing applications into a single system. By choosing a SaaS solution, the State will also eliminate the need to maintain the infrastructure and staff required to support a large on-premise system. This will result in a more cost effective approach to implementing and maintaining the HRIS system now and in the future.

Lead Agency: DBM/DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #2 Disaster Recovery, #7 Legacy System Risk Mitigation, #10 Internet and Web Services, #11 Process Management

Health Insurance Exchange

The Maryland Health Benefit Exchange, in collaboration DHMH and the Department of Human Resources, is implementing a new Affordable Care Act (ACA) compliant eligibility and enrollment platform known as the Health Insurance Exchange (HIX). The new HIX will fulfill the State's vision for a "no wrong door" eligibility platform whereby individuals and small group employees can go to a single portal, get a determination of the benefits for which they are eligible, view information about health insurance or managed care organizations, and enroll into the plan of their choice. In terms of implementation schedule, Maryland has successfully on-boarded an IT systems integrator and has license agreements in place with primary IT vendors

Lead Entity: Maryland Health Benefit Exchange

Category: Line of Business

Supporting Strategies: #5 Case Management, #11 Process Management

Legacy Financial Systems Replacement Planning

The State's financial systems are based on antiquated, inflexible platforms, making it increasingly difficult to find resources to support them. In FY14, DoIT intends to begin the process of planning for the ultimate replacement of the existing budgeting, purchasing and accounting systems and adding functionality such as project accounting and procurement processing. This will be a multi-agency initiative that will result in a recommendation for project approach, cost and timeline.

Lead Agency: DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #7 Legacy System Risk Mitigation

Mobile iMap

Using newly available cloud-based tools and solutions, the State Geographic Information Office (GIO) is upgrading the MD iMap system to support both rapid deployment of mapping applications available on many popular mobile computing devices such as iPhones and iPads, Android tablets and other smart phones. Working with other state agencies, the GIO is also developing improved means of pushing government information to the web in forms and formats more conducive of independent examination and review.

Lead Entity: DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #4 First Responder Tools, #6 Geospatial Information, #10 Internet and Web Services, #11 Process Management

Statewide Records Management System (RMS)

Ensuring that State records are captured, stored and accessible is vital to having open and transparent government. Each State agency is required to establish and follow an approved records retention policy, but few agencies actually have an RMS to allow them to consistently and efficiently implement these policies. Further, State records are created and received in a multitude of forms; making the storage and accessibility to those records complex and slow. The State should have a central RMS that equips agencies with a standardized process for protecting records. The RMS would streamline the processes for providing decision-makers with information needed to make educated choices and would truncate the time necessary to respond to Public Information Act requests, legal requests and audits. In FY14, DoIT will work with statewide agency stakeholders to develop the initial planning artifacts to recommend a strategy, cost and timeline for a statewide RMS implementation.

Lead Agency: DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #9 Information Retention, #11 Process Management

Race to the Top (RTTT)

With the financial assistance provided by the \$250 million RTTT federal grant, the Maryland State Department of Education (MSDE) is implementing extensive reforms to create a world-class education system that prepares all students for college and career success in the 21st century. By the end of the four-year grant, MSDE will have revised the Maryland State Curriculum PreK-12, assessments and accountability system based on the Common Core Standards to assure that all graduates are college and career ready; built a statewide technology infrastructure that links all data elements with analytic and instructional tools to monitor and promote student achievement; redesigned the model for the preparation, development, retention, and evaluation of teachers and principals; and fully implemented the innovative Breakthrough Center approach for transforming low-achieving schools and districts. MSDE has also set precise performance measures that it plans to achieve by the end of its RTTT program, which generally includes decreasing the achievement gap, increasing the four and five year graduation rates, increasing the pass rate on the high school assessments, increasing the percent proficient on NAEP, increasing the college going rate, and increasing the college completion rate. These goals are based on past performance and the impact Maryland believes its reform effort will have on student achievement.

Lead Agency: MSDE

Category: Statewide

Supporting Strategies: #7 Legacy System Risk Mitigation, #8 Data Standards