



**INFORMATION TECHNOLOGY
MASTER PLAN
(ITMP)**

**Guidelines & Instructions
for
Maryland State Agencies**

Fiscal Year 2011

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Part 1: Overview

1.1 Introduction

The agency Information Technology Master Plan (ITMP) identifies the agency's information technology goals, the strategies to meet those goals and resources required to implement those strategies. The Department of Information Technology (DoIT), Department of Budget and Management (DBM) Office of Budget Analysis (OBA) and the Department of Legislative Services will use each agency's ITMP, IT Project Requests (ITPRs) and annual budget submission, including Managing for Results, to analyze IT budget requirements.

The agency ITMP serves as the support base for IT operations and major IT development project (MITDP) funding. DoIT Strategic Planning reviews the ITMPs for consistency with statewide IT direction, support of statewide business objectives, presence of sound and secure IT infrastructure plans and strategies and support for subsequent requests for funding.

Agencies are expected to request, manage, and use their IT investments, which are defined as all funds being committed to IT programs, projects and systems for the benefit of the agency or a cross-cutting program. With the practice of sound fiscal planning and control, IT investments will continue to streamline, transform, and significantly improve government operations and the delivery of goods and services to the public.

These guidelines and instructions apply to all units of the Executive Branch of Maryland State Government, including public institutions of higher education other than Morgan State University, the University System of Maryland, and St. Mary's College of Maryland, and any agency requesting IT funds through the ITPR process and/or the Major Information Technology Development Project Fund (MITDPF).

1.2 Purpose

This document provides guidance, instructions and required format for agency ITMPs.

Part 2: Aligning Agency ITMP with State ITMP

The State ITMP provides a framework on top of which agencies can create ITMPs that align with the Governor's priorities to:

- *Strengthen and grow the ranks of our middle class including our family owned businesses and our family farms;*
- *Improve public safety and public education in every part of our state; and to*
- *Expand opportunity – the opportunities of learning, of earning, of enjoying the health of the people we love, and to enjoy the health of the environment that we love – to more people rather than fewer.*

To support these State goals, DoIT has established statewide IT direction to:

- Maintain alignment with the Governor's vision and priorities
- Provide the best possible customer service to citizens, visitors and commerce
- partners
- Reduce the cost of government
- Champion positive change through continuous business process engineering
- Promulgate the StateStat process.

The State ITMP defines three Perpetual Objectives that will be in effect for multiple years, providing a general direction for long range planning. Perpetual Objectives are to be the foundation for the development of agency ITMPs, and include:

- Consolidation
- Standards
- Interoperability

In addition, the State ITMP establishes Supporting Strategies that align with the Perpetual Objectives. In their ITMPs, agencies will define their planned initiatives in order to:

- Facilitate agency-specific core responsibilities,
- Demonstrate collaboration with other agencies in the deployment of technological needs and
- Support the Perpetual Objectives and Supporting Strategies of the State ITMP.

The scope of each initiative will be categorized as Statewide, Line-of-Business, Location-Specific, Intra-Agency and/or Inter-agency.

The FY11 State ITMP will be posted at: <http://www.doit.maryland.gov/>, Search: State IT Master Plan.

Part 3: Agency ITMP Instructions & Format

3.1 General Preparation Instructions

Agencies are required to submit an ITMP in four parts:

- Section One provides general information.
- Section Two provides summary information about the agency's business functions, major goals and key strategies to achieve those goals.
- Section Three provides information about the agency IT strategic direction.
- Section Four outlines the agency IT portfolio.

3.2 Agency ITMP Format and Content

Section 1 - General Agency Information

- 1) Agency Name: Provide the full agency name and acronym.
- 2) CIO Name and Contact Information: Provide agency Chief Information Officer (CIO) name, title, telephone number and email address.
- 3) CFO Name and Contact Information: Provide agency Chief Financial Officer (CFO) name, title, telephone number and email address.
- 4) Approved By: Provide the name and title of the agency Secretary and CIO or designee who approved the plan, including the telephone number, fax number and email address of the approving authority
- 5) Plan Date: Provide the date the plan was approved.

Section 2 - Agency Business Functions, Goals and Key Strategies

Provide an **executive summary** of the agency's major business functions and list long, mid and short term goals and key strategies to achieve those major business functions. Long term is considered 5 years and longer, mid-term is considered 2-5 years and short term is considered 2 years or less. If this information is documented in an agency strategic plan, this may be attached in lieu of writing Section 2.

Section 3 - Agency IT Strategic Direction

1) Summary of Agency IT Environment

- a) Background: Describe historical events that have had a significant impact on the agency's mission performance and the IT architecture supporting the agency's core business activities. Core business activities are agency cross-functional processes that produce the agency's primary products and services or support their production.
- b) Drivers and Issues: Describe current events that are driving change in the agency (e.g. Statestat, Federal Stimulus grants, cost containment, etc.) What are the critical issues the agency is facing that impact its IT environment? Have business processes and needs been re-evaluated recently and when?
- c) IT Accomplishments: Describe the IT accomplishments that have contributed to the agency's mission. Highlight positive impacts on agency customers and overall business benefits to the State. This section includes accomplishments realized over the last five years. Indicate whether any recent accomplishments are being considered as candidates for submission to NASCIO or the Center for Digital Government.
- d) IT Goals and Strategies: Describe the agency's IT goals and strategies to achieve those goals and how results will be measured. Include any pertinent reference to agency MFRs, Statestat and other existing agency business plan goals. List initiatives the agency is undergoing to fulfill the goals and strategies.
- e) Agency Support of the State IT Master Plan: Discuss how each of the agency's IT initiatives support the statewide Perpetual Objectives and Supporting Strategies. Identify the category which best describes the breadth of the initiative (e.g. Statewide, Line-of-Business, Location Specific, Intra-Agency, and/or Inter-agency).
- f) Current Environment: Briefly describe the current agency IT environment. Make additions or updates to the agency applications and technologies information in the Maryland Enterprise Architecture (EA) Repository. The Maryland EA Repository can be found on the DoIT web site at <http://www.doit.maryland.gov/>, Search: EA Repository.
- g) IT Resources: Provide the number of full time dedicated IT staff. Indicate how many are contractual FTEs and how many are State employees. Provide an organizational chart or narrative summary of your agency IT department. This should provide a high level summary of each resources area of responsibility and expertise.

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- h) Future Environment: Provide a summary of what the future agency IT environment will look like, assuming successful completion of short and long-term IT strategies. Briefly describe how the resulting future IT environment will enable the agency to more effectively and efficiently accomplish its mission and deliver service to customers.
 - i) Methodologies: Describe the agency use of Project Management Institute (PMI) methodology and use of DoIT System Development Lifecycle (SDLC) processes and templates.
 - j) Governance: Describe the agency methods for governing IT projects. This should include boards, processes and procedures supporting SDLC processes. List any projects for which the agency is participating in a Peer Review Committee.
 - k) Security: Identify the actions that the agency has taken to secure its IT infrastructure and implement IT disaster recovery. Identify the actions that the agency has taken to secure sensitive information such as personally identifiable information (PII).
- 2) Agency Certification of Compliance with State Non-visual Access Regulations

The agency must certify that information technologies procured, and services provided, are compliant with State nonvisual access regulations (COMAR 17.06.02.01-.12). The IT Non-visual Accessibility regulations can be found at: <http://www.doit.maryland.gov/>, Search: Non-visual Access.

Provide feedback on the following:

- a) When your agency develops its goals and begins the SDLC, what specific monitoring or evaluation methods are in place to assure on-going compliance with the State's NVA Law?
 - b) Over the past five years, please describe specific accomplishments in complying with the State's NVA Regulations.
 - c) Describe your agency's methodology for assuring that procurement of services and hardware and software are compliant with State NVA Policy.
- 3) Support of Statewide Human Resources Management

2009 HB101 Approved 5/19/09 Chapter 487
<http://mlis.state.md.us/2009rs/billfile/hb0101.htm>

SECTION 39. AND BE IT FURTHER ENACTED,

That:

- a) The General Assembly finds that the existing technology supporting State administration of its human resources management system is outmoded and inadequate for efficient administration of the State workforce.*
- b) In the development of a new statewide human resources management system to address this deficiency, the Department of Budget and Management shall, in coordination with the Department of Information Technology, take all steps necessary to scope and define its requirements so as to qualify for funding as a Major Information Technology Development project supported through the Major Information Technology Project Development Fund established under § 3A-309 of the State Finance and Procurement Article.*
- c) To support this project, for fiscal years 2011, 2012, and 2013 only, the Department of Budget and Management shall establish a statewide subobject for the purpose of charging back to each fund account of the State agencies the cost of developing, acquiring, and implementing the needed information technology.*
- d) Costs shall be allocated to each agency based on that proportion of total positions authorized in each agency on June 30 of the second year preceding the year for which the budget is prepared compared to the total number of positions authorized for Executive agencies. Funds shall be credited to the Major Information Technology Project Development Fund solely for support of the project created under subsection (b) of this section.*
- e) For fiscal year 2011, the Governor shall include in the State budget through the mechanism established in this section a charge back of not less than \$5,000,000.*

Agency Financial officers should consult DBM OBA regarding the agency set aside. Each agency's allocation should be documented as part of the Baseline IT Budget in the Agency IT Portfolio item 1) c).

Section 4 - Agency IT Portfolio

The agency IT portfolio information will be used to support State and agency IT strategic planning, and to capture a view of the State's overall IT portfolio. This section must include: baseline IT budget, current and planned IT project names and descriptions for major and non-major projects, planned start and end dates for each, which Perpetual Objective and Supporting Strategy is being targeted and in what SDLC phase is the project. The Agency IT portfolio must also include: a list of major enhancements (projects) being completed under O&M contracts; current MOUs; and all current and planned agency IT procurement activity. The type of procurement (e.g. RFP, TORFP, IFB, etc) should be documented as well as a schedule for planned procurement activities including but not limited to the following milestone dates: "Draft Procurement Kick-off", "Submittal of RFP to DoIT for Review", "Release RFP", "Begin Proposal Evaluation" and "Contract Award". Agencies should list existing public facing GIS initiatives being undertaken or already in place including the URL.

Submission of ITPRs is required for all MITDPs. Detailed project funding and cost information will be captured in the FY11 ITPR. The FY11 ITPR Guidelines & Instructions can be found at the DoIT website at: <http://doit.maryland.gov/>, Search: "Agency ITMP".

Agency IT Portfolio

1) Baseline IT Budget:

- a) Total FY10 Budget: _____
- b) Requested FY11 Budget: _____
- c) FY11 Costs Allocated to the Statewide Human Resources Management System: _____

2) Current IT Portfolio

a) Current Projects – Major:

(Repeat i. thru x. for each current major project)

- i. Project Name: _____
- ii. Brief Description: _____
- iii. Status – SDLC Phase*: _____
- iv. Total Planned Cost (TPC)**: _____
- v. Project Estimate at Completion (EAC) Cost*** _____
- vi. Planned Start Date: _____
- vii. Planned End Date: _____
- viii. Perpetual Objective Supported: _____
- ix. Supporting Strategy Targeted: _____
- x. Category _____

b) Current Projects – Non-Major:

(Repeat i. thru x. for each current non-major project)

- i. Project Name: _____
- ii. Brief Description: _____
- iii. Status – SDLC Phase*: _____
- iv. Total Planned Cost (TPC)**: _____
- v. Project Estimate at Completion (EAC) Cost*** _____
- vi. Planned Start Date: _____
- vii. Planned End Date: _____
- viii. Perpetual Objective Supported: _____
- ix. Supporting Strategy Targeted: _____
- x. Category _____

c) Major Enhancements Being Completed Under O&M Contracts:

(Repeat i. thru vii. for each enhancement)

- i. Project or System Name: _____
- ii. Brief Description: _____
- iii. Status – SDLC Phase*: _____
- iv. Total Planned Cost (TPC)**: _____
- v. Project Estimate at Completion (EAC) Cost*** _____
- vi. Planned/Actual Start Date: _____
- vii. Planned End Date: _____

d) Current Memorandums of Understanding (MOUs):

(Repeat i. through v. for each current MOU in place)

- i. Who With: _____
- ii. Cost: _____
- iii. Term: _____
- iv. Scope: _____
- v. List all Projects and Ongoing Services being undertaken

e) Current Procurement Activity

(Repeat i. thru iv. for each current procurement)

- i. Procurement Title: _____
- ii. Type of Procurement: _____
- iii. Procurement Schedule: _____
- iv. Associated with What IT Project: _____

f) Geographic Information Systems Initiatives

(Repeat i. thru iii. for each current procurement)

- i. GIS Initiative: _____
- ii. Agency Point of Contact: _____
- iii. Description of Initiative: _____
- iv. URL: _____

3) Future IT Portfolio

a) New FY11 Requested Projects – Major:

(Repeat i. thru x. for each new major project)

- i. Project Name: _____
- ii. Brief Description: _____
- iii. Status – SDLC Phase*: _____
- iv. Total Planned Cost (TPC)**: _____
- v. Project Estimate at Completion (EAC) Cost*** _____
- vi. Planned Start Date: _____
- vii. Planned End Date: _____
- viii. Perpetual Objective Supported: _____
- ix. Supporting Strategy Targeted: _____
- x. Category _____

b) New FY11 Requested Projects – Non-Major:

(Repeat i. thru x. for each new non-major project)

- i. Project Name: _____
- ii. Brief Description: _____
- iii. Status – SDLC Phase*: _____
- iv. Total Planned Cost (TPC)**: _____
- v. Project Estimate at Completion (EAC) Cost*** _____
- vi. Planned Start Date: _____
- vii. Planned End Date: _____
- viii. Perpetual Objective Supported: _____
- ix. Supporting Strategy Targeted: _____
- x. Category _____

c) Planned Procurement Activity:

(Repeat i. thru iv. for each planned procurement)

- i. Procurement Title: _____
- ii. Type of Procurement: _____
- iii. Procurement Schedule: _____
- iv. Associated with What IT Project: _____

*Status – SDLC Phase must be one of the following:

Initiation, Concept Development, Planning, Requirements Analysis, Design, Development, Integration and Test, Implementation, Operations and Maintenance, Disposition

** Total Project Cost (TPC) is the original estimated amount of how much the total project is to cost.

*** Estimate at Completion (EAC) is the total updated estimated project cost, combining actual cost to date, plus planned expenditures for the remainder of the current fiscal year, plus planned expenditures for all remaining years after current fiscal year.

Part 4: Submission Requirements

4.1 Submission Procedure

Agency ITMPs are to be submitted to DoIT no later than August 15, 2009.

The completed agency ITMP shall be submitted electronically by uploading the document to the ITAC web site at: <https://www.itac.state.md.us>.

4.2 DoIT Staff Assistance

DoIT staff members are available to assist agencies with ITMP planning activities. For information or assistance, please contact one of the following Policy and Planning Office (PPO) staff:

- Patricia Wade, 410-260-7062; pwade@doit.state.md.us
- Michael Eismeier, 410-260-6347; meismeier@doit.state.md.us