Maryland
DEPARTMENT OF
INFORMATION TECHNOLOGY

2025 IT MASTER PLAN

JULY 2025

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Letter from the Secretary

In December 2022, Governor-elect Wes Moore asked me to serve as the Secretary of Information Technology for the State of Maryland. This role has been my honor, and has allowed me to introduce foundational technology principles from my work at the city, state and federal levels over the last 15 years.

We are in a moment where information technology is moving from a back-office function to the center of how government drives service delivery. Instead of designing the system to the process, technology can fundamentally alter how we conceive of the process itself. In 2024, I had the opportunity to visit the country of Estonia and see this firsthand. In the U.S., we live in a land of consumer applications for everything from student loan eligibility to healthcare benefits. In Estonia, applications are largely obsolete - the government there understands your profile and automatically renders your services and benefits.

We may be a long way from this in Maryland, but my goal is for the Department of Information Technology (DoIT) to embark on this journey. In July 2025, we took a big step in this direction with the launch of One Application, a mobile-first tool that will help millions of Marylanders apply for vital benefits in a single application, including Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Women, Infants, Children (WIC), Energy Assistance, and Emergency Assistance. Marylanders can apply for these benefits all at once from a computer or smartphone, rather than driving between State offices and waiting in long lines to complete lengthy separate applications. It's a smarter, more people-centered approach to service delivery, built with input from frontline agencies and the communities we serve.

Delivering more products like One Application will require the State to build a sound technical foundation. First and foremost, we need talent across engineering, data, design, and product management competencies. Technical

talent should be embedded not only at DoIT, but all of the agencies to ensure good stewardship of the State's hardware and software assets. Second, we need core enterprise service offerings, whether that be universally available collaboration software, financial management and human resource solutions, or developer resources.

Finally, and perhaps most importantly, we need Marylanders to be able to get access to whatever we say we're offering as the State. Accessibility means getting online, which is why I'm particularly passionate about universal broadband. Accessibility means plain language and accommodations for those differently abled. Accessibility means a simple user experience, ideally without a requirement to physically present oneself or paperwork. Simply put, accessibility means meeting people where they are.

I've spent the past two and a half years, from assuming office in January 2023 until the time of this writing, July 2025, reimaging and reorganizing DoIT as an agency full of talent that provides core services which translate to accessible resources for our State. I'm proud of the work we've accomplished so far, and pleased to share our roadmap for where we want to go. We're not Estonia (yet!), but we are a leader among States.

"Technology is at the center of how government drives service delivery." - Secretary Savage

Introduction

Governor Moore laid out ten priorities in the 2024 State Plan. He charged DoIT with supporting #1: Ending Child Poverty in the State of Maryland; #5: Creating Safer Communities; and #7: Advancing Infrastructure to Better Connect All Marylanders to Opportunities and Each Other. The Governor identified technology as core to aiding working families get access to benefits and services. He also signaled that cybersecurity is a component of safety. Perhaps most importantly, the broadband infrastructure that we build or direct will influence generations of economic mobility with online access.

But at the beginning of the Moore-Miller administration, DoIT lacked the foundations required to support these priorities. Our organizational design did not match the priorities of a modern technology operation, and modern technology approaches were not woven into daily practices. We did not have the subject matter expertise we needed across each of our service verticals or the technical leadership needed to manage those teams. In some areas, like cybersecurity, we had funding but had not translated that into a staffed team. We lacked a strong feedback mechanism from our agency customers back to DoIT to understand and be responsive to their needs. Our services had not been reviewed in several years. We had oversight that lacked teeth and the ability to support successful delivery; we did not have the right people to move from compliance to enablement in our approach to overseeing major agency IT projects. We did not have a clear mandate or structure to provide digital services for the public in a comprehensive and consistent way.

Our first charge was building our internal capacity and streamlining our own operations.

So we began by building our internal capacity and streamlining our own operations. We clarified the functions we needed for a modern technology organization, separated out teams and roles to ensure critical functions had the right expertise, and staffed up at all levels to establish the leadership and capacity to perform all of these functions. As part of this expansion and restructuring, DoIT moved from two Assistant Secretaries to a Deputy over

each function, providing additional leadership and expertise over critical areas. We split out the Chief Technology Officer (CTO) function into separate CTOs for Infrastructure and Platforms, in recognition of the important differences between those functions. Working with the Governor, we relocated the Chief Data Officer and Chief Privacy Officers from the Governor's Office to DoIT to ensure those roles had teams to support implementation. We hired new leaders in cybersecurity and data, and built out new teams in digital services, strategic sourcing, privacy, and compliance. These new leaders and teams have already begun delivering improved results for Maryland.

For example, at the beginning of 2023, the Office of Security Management comprised five full-time employees - vastly fewer people and focus areas than a modern security operation demands. Since then, we have built out a fully functional team, adding 17 full-time employees, and expanding our reach through a partnership with the National Guard, new Cyber Resilience Directorate, and new Governance, Risk, and Compliance Directorate. The new capacity we have added has allowed us to do more, like Launching "Hack the State," the State's first bug bounty program. We created the Information Security Officer (ISO) program to place cyber experts in each agency, to ensure they too had the expertise needed to monitor and respond to threats. And we recognized the importance of supporting our local governments' cyber resilience posture, and have established a local cyber team that performs services like conducting local assessments and supporting remediation (now encompassing 35 jurisdictions).

In partnership with the Maryland Departments of Health and Human Services, DoIT brought on a new Executive Director to execute on a shared new vision for the Maryland Total Human Integrated Network (MD THINK). In 2023, this shared platform had an unsustainable fiscal and technical growth model. Our three Departments have worked extensively to evaluate the challenges and refine MD THINK's opportunities, including facilitating technical and business reviews, initiating a fiscal audit, hiring new technical leadership, and making operational and administrative improvements to the shared platform. We reimagined MD THINK's leadership and program structure by introducing a product management model, creating new leadership roles, and rightsizing the workforce. We improved financial management by increasing expenditure accountability and introducing transparent budget tracking and reporting. We stabilized the MD THINK platform through defect management, data and enterprise architecture assessments and improvements, and the development

of new oversight policies. Most critically, we returned ownership of application development to the agencies utilizing the MD THINK platform. We led a "project to product" transformation, requiring agencies to assume responsibility and build internal technical capability for the long-term health of each benefit or service application, rather than within the MD THINK technical organization. Even as we made this transition, we partnered with the agencies to stabilize and improve their applications and introduce new capabilities to enhance the delivery of benefits and services to Marylanders.

This overhaul has worked. Through the new leadership and team, Maryland launched the Unified Benefits Screener in December 2024, which allows residents to quickly and easily check for eligibility for five major safety net programs through the State's first interagency online tool. In July 2025, we launched "One Application," an online mobile-first application for Maryland residents to apply for core benefits including Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Women, Infants, Children (WIC), and Energy Assistance all at once. Rather than driving between State offices and waiting in long lines to complete lengthy separate applications, Marylanders can now apply for benefits in minutes from a computer or smartphone.

Because MD THINK serves over 1.3 million Marylanders with online access to critical benefits, we rebranded to Maryland Benefits in July 2025. The new Maryland Benefits name follows the Moore-Miller Administration's commitment to making government more accessible. The name change also coincides with the final major step in the MD THINK transformation, making DoIT the platform operator instead of the Department of Human Services. This transition allows the DoIT and the Maryland Benefits teams to focus on the underlying technology and identify cross-cutting statewide opportunities to improve resident experiences. Maryland Benefits under the DoIT umbrella will also reduce duplication of effort between the platform and DoIT offerings, expand the platform's reach to more agencies, and provide the launchpad for the next generation of interagency technology partnerships.

DoIT also needed to build substantial new capacity to handle our decades of technical

debt both at DoIT and across our agencies. We have hundreds of systems that don't meet user or agency needs, perform poorly, are costly to maintain, and difficult to integrate into the new modern systems we'd like to build. We have thousands of websites. Historically, accessibility has not been consistently managed, resulting in hundreds of thousands of documents across statewide web properties that need to be reviewed and many likely remediated so they are accessible to Marylanders who rely on assistive technology. In 2024 we created a dedicated Maryland Digital Service (MDDS) to work across agencies on tackling these challenges. MDDS brought in the first-ever in-house designers, product managers, engineers, and other "digital service experts" to State government to transform how we manage our technical debt and adopt new practices to avoid these issues going forward. With this new talent, we are able to identify top customer service priorities, and engage from the onset with agencies in user-centered design, discovery, and development on innovative solutions. MDDS has made State services more accessible for Marylanders with disabilities by implementing the State's first comprehensive digital accessibility policy; developed plain language standards for use across websites and public communications; and developed an analytics dashboard to provide transparent information on State website traffic and performance to help State agencies improve their websites through actionable, data-driven metrics.

Some of our capacity growth has stemmed from a desire to better take advantage of new emerging technology in ethical and modern ways. Recognizing the accelerating importance of AI, in 2024 the Governor signed an AI Executive Order that established the AI Subcabinet and kicked off coordinated efforts to build the State's foundational AI capabilities. DoIT led the charge, including disseminating interim GenAI guidelines; collecting the first statewide AI inventory; making available free AI training for the State workforce; crafting a "v1" statewide AI intake process; running initial proofs-of-concept (PoCs) to start "learning by doing"; kicking off a statewide AI Community of Practice; building partnerships to provide the State with expertise and advisory support; and hiring for a new AI Enablement team to get in place relevant expertise and "incubate" initiatives. DoIT and the AI Subcabinet have been building on those foundations by executing against the 2025 AI Strategy & Study Roadmap, which will lay out a comprehensive statewide approach to managing AI in the years to come, rooted in Maryland-specific data and trends.

In addition to the capacity changes, we have also changed the way we do

business, working hard to understand and meet the needs of our agency customers. Recognizing that we needed a more consistent mechanism to gather agency feedback, we stood up the IT Council. This body, which includes CIOs or IT leads from all agencies, provides a forum for DoIT to hear from agency customers, preview plans and receive early feedback, and for agencies to connect with each other to share best practices and monitor emerging trends. IT Council meetings and associated workgroups have featured presentations from across government on new agency technology deployments, changes to legislation that affects information technology, updates on critical government-wide projects, and upgrades to core DoIT Services from the talent behind those offerings. Partner agency IT leadership appreciates the increased communication, with many remarking that the meetings foster greater collaboration.

Another way we have shifted operations is to update and rationalize our service offerings, making sure they are meeting agency needs, and starting to move away from managing bespoke products. Rather than focus on point in time solutions, we need to focus on offerings that are scalable (i.e., relevant and transferable to all agencies) and sustainable (i.e., DoIT can support in conjunction with agency partners). In 2024, we began the process of rationalizing our offerings by conducting a system inventory, reviewing our

product offerings, and identifying unoptimized solutions, gaps, and duplicate services. The refreshed service catalog includes all of the IT service offerings provided: security, applications, systems management, and infrastructure. The catalog allows agencies to determine which services and levels of those services are required and decide which optional services they would like to subscribe to. The re-evaluation process allowed DoIT to recognize and address gaps and duplication of services across the agency, ensuring solutions are available to meet agency needs.

In several other areas we have taken advantage of our increased capacity and new leadership to make strategic pivots and expand our focus. Across infrastructure, data, and platforms, we laid the seeds of the "serving the whole State" and centralization strategies that we are now bringing to all areas of DoIT operations.

With increased capacity and new leadership in place, we have begun to expand our focus to "serve the whole State" and centralize operations across infrastructure, data, and platforms.

For example, the new CTO for Infrastructure helped the State successfully submit a strong BEAD application for federal infrastructure funds, established the Digital Infrastructure group, and launched fiber upgrades across the State. DoIT infrastructure efforts have historically inwardly focused on providing broadband services for State government. In order to meet the charge to Connect Marylanders to Opportunity and Each Other (leaving no one behind), we needed to broaden our mandate to deliver last mile connectivity across the State, including local governments, public safety, community partners, and the public. The Office of Infrastructure has adopted a fiber-first approach, replacing outdated and inefficient connectivity with scalable, high-performance fiber expansion. This foundational investment is critical to lowering long-term operational costs, increasing the reliability of government services, strengthening public safety, and closing the digital divide in un(der)served areas across the State. By prioritizing under-resourced communities, this initiative expands digital equity, improves access to essential services and connects all Marylanders to opportunity, community and responsive government. This

strategic migration from legacy infrastructure is projected to generate $1.62M in cost savings while delivering more than 100-1000 times the connectivity capacity to community anchor institutions and historically underconnected regions.

Moreover, the expanded fiber footprint will create broader public benefits by enabling public-private partnerships, streamlining intergovernmental coordination, and establishing a modern platform for shared service delivery across the public sector. Our new approach to coordinated infrastructure construction through the Digital Infrastructure Group means that we will make more strategic investments across departments and levels of government. When we build new facilities or infrastructure, we can do so based on the full needs of the community, locating facilities in places that make sense for our infrastructure needs, and building out our full set of infrastructure supports where needed to support service expansion.

Moving the State Chief Data Officer from the Governor's Office to DoIT grew the team and leadership focused on data, and allowed us to expand the data program's mandate. Previous data efforts were primarily focused on geographic information system (GIS) data; in the last year, we have initiated new efforts around data literacy across State government, facilitating cross-agency data sharing, and providing enterprise data management and visualization tools through our new enterprise data platform. Not only do these new areas of focus better meet the needs of our agency customers, they also embody the new centralization approach of providing services with economies of scale that address shared agency demand. Likewise, we have broadened the activities of our Platforms Office, taking advantage of expanded leadership and staff capacity to begin providing more centralized offerings. In years past, the office only managed two major agency systems: our enterprise productivity suite and the Financial Management Information System (FMIS). Recognizing the very significant duplication of effort across agency core software contracts, the Platforms team has started to create more shared agreements for software offerings, such as cloud tools and licenses. The team has also reviewed the assets we administer, and identified opportunities for greater consolidation. And these shared service offerings will only grow further as our centralization work continues.

All of this work has put us in a much stronger position to support great technology solutions at our agencies that can deliver on the statewide mission

to leave no one behind. With that success, we are able to look towards the next frontier: driving economic mobility. As a state, we have so many opportunities to improve family economic security, from helping people access quality education and job training programs, speeding up home construction to address the housing shortage, and making it easier to enter licensed occupations like nursing or plumbing, or open a small business. As DoIT looks ahead, we will continue to seek out the highest leverage opportunities to support individual agencies in executing on their missions through good technology, and building the new shared solutions and interagency collaborations to tackle our hardest challenges.

This guiding direction has set the course for our three top priorities in the coming years:

1. First, we must onboard the right people. Our people are our most valuable asset. Our people bring knowledge, skills and ingenuity to solve the challenges at hand.

2. Second, we must centralize with intention. Previous iterations of DoIT have focused on who to centralize versus what must be centralized to reduce redundant software and support functions, and increase efficiency and security. Rebalancing what DoIT does versus agencies returns control over mission-specific technology to agencies and frees up bandwidth for agencies to manage those products well. For the first time, we are using the term "enterprise architecture" and meaning it at the application layer. We are identifying core workflows and processes like financial systems, grants management, and human resources that all agencies consume, and determining how those fit into a DoIT-managed technology stack.

3. Third, we must expand our delivery focus from serving State agencies to serving the state. Historically, DoIT has focused on agency customers, often culminating at end user support for network and hardware. Increasingly, we are not only a partner to the State's mission-centered agencies like Health, Human Services, and Labor in serving Marylanders, but we are providing the general public with service directly via online websites and applications - both the tech and the overall experience. There is an open question right now as to what the Maryland digital government experience can and should be, regardless of which State agency is providing the benefit or service.

Over the last two years, we have already made great strides against these goals, and we built the enabling conditions needed to move them substantially forward in the coming years. That being said, much work remains to be done to work through our capacity and technical debt, and build the next generation of technology solutions that meaningfully combat poverty and unlock economic opportunity. This IT Master Plan lays out the vision and strategy for DoIT for the next three years (FY26-FY28) towards this end. It highlights both these north stars and how individual priorities for each division map to them. Due to the

evolving nature of technology and government needs, while this plan details our guiding direction and near term initiatives, it leaves flexibility to adjust in the out years as needed. This plan is also designed to provide greater clarity for agencies on what they can expect from DoIT, and what DoIT will expect from them as partners in making our technology work for the people we serve.

Overview of DoIT

DoIT provides a range of technology offerings to agencies and the general public. We directly provide State agencies with IT products and services including broadband connectivity, cloud, equipment, web hosting, platforms, licenses, software products, and cybersecurity protection. Central sourcing of these services lowers costs through economies of scale and purchasing power, promotes interoperability, establishes baseline levels of functionality, and allows all agencies to benefit from DoIT's expertise in procuring solutions that meet agency needs. DoIT also provides IT knowledge through technical assistance, training, and consultative support to agencies on a range of topics, from data, to AI, to digital services, sharing our expertise with the workforce as a whole and supporting individual high-priority projects. As part of this agency capacity building, DoIT convenes communities of practice and coordinates embedded agency leads around major focus areas (like cybersecurity Information Security Officers (ISOs), privacy officers, data officers, and accessibility officers) to help mature technology and data practices across State government. DoIT establishes consistent policy and practice baselines through requirements, guidance, and frameworks, and maintains oversight and compliance structures to monitor adherence. This ensures critical protections and service levels are consistent, and meet federal and State requirements. Finally, DoIT provides information about State services to the public and administers applications for certain programs.

Organizational Structure

Following significant reorganizations over the last two years, DoIT now comprises nine major teams that work together to deliver technology services to State government entities. These services enable Maryland's government to be more secure, productive, and accessible. The teams are as follows:

- **AI Enablement:** DoIT's AI team, together with the Governor's Artificial Intelligence (AI) Subcabinet, help ensure the State's components are set up for success in responsibly and productively leveraging AI and Machine Learning (ML) technologies.

- **Cybersecurity:** DoIT's Office of Security Management (OSM) leads cybersecurity efforts around the State, helping keep State agencies and local

governments safe against various threat actors. OSM provides State agencies with a common statewide strategy for secure, effective, and technically sound use of the State's information technology resources.

- **Data Services:** The Office of Enterprise Data (OED) empowers the State of Maryland with trusted data that is easy to use and understand and increases efficiency and responsiveness to the needs of citizens

- **Digital Experience:** The Office of Digital Experience (ODE) comprises the MITDP Oversight Division (MOD), which provides oversight, leadership, and strategic modernization for major State IT projects, and the Maryland Digital Service (MDDS). MDDS improves access to digital services and benefits, helps State agencies deliver on their missions by building well-designed and human-centered digital experiences - including supporting MITDPs[1] as needed, and decreases the cost of serving Maryland residents.

- **Infrastructure:** DoIT's Infrastructure Team is uniquely positioned as one of the only State agencies in the nation to own and operate both a statewide fiber network (networkMaryland™) and a public safety radio system (MDFiRST) serving over 31,000 first responders. The Cloud and Data Center Team further supports secure and scalable IT solutions, ensuring Maryland's infrastructure remains reliable, innovative, and responsive to the state's evolving needs. Lastly, Infrastructure Agreements reside within the Office helping facilitate and execute public-public and public-private partnerships, and revenue generation to support digital infrastructure expansion across the state.

- **Maryland Benefits:** Formerly known as MD THINK, this team is new to DoIT's portfolio as of July 2025. It operates the state's online benefits access platform, including the mobile-first One Application, leveraging data, cloud and enterprise software resources, and GenAI automation to streamline applications for public benefits programs.

- **Operations:** The Operations Office serves as DoIT's backbone, providing a structure that keeps DoIT efficient, responsive, and financially sound through several teams, including fiscal services, strategic sourcing, central

[1] Major Information Technology Development Project (MITDP)

project management, and compliance. The Operations Office also houses the Portfolio Office, which serves as a liaison between DoIT and our partner State agencies.

- **Platform Services:** The Office of Enterprise Platforms and Services is responsible for a wide array of services, including cybersecurity, access management, messaging, telephony, collaboration, enterprise resource planning (ERP), IT asset management, and service desk roles. By overseeing these essential functions, the office ensures that State agencies can operate efficiently and securely, providing reliable services to the public and other stakeholders.

- **The Office of the Secretary:** DoIT's Office of the Secretary plans the effective and coordinated use of IT and provides IT policy direction for the Executive Branch. It also supports DoIT's other teams, helping them achieve their goals by assisting in several areas, including scheduling and organization, communications, employee engagement and recruitment, and legislative affairs

Mission and Values

The Maryland Department of Information Technology's mission is to provide vital technology solutions that allow State Government to provide Marylanders with services that enable them to live and work more safely, efficiently, and productively. To deliver on this mission, DoIT's core functions are (1) to deliver high quality IT and telecommunication services across government, (2) set statewide IT governance and strategic direction, and (3) support agencies in effective and modern technology practices.

We seek to build a statewide technology ecosystem anchored in the following core values:

Accessible: We help ensure every Marylander has access to the Internet, State services, and a transparent government. Access means connectivity and the ability to understand and navigate services, including plain language and accessibility.

Secure: We partner across jurisdictions and agencies to provide a secure environment, free from cyber threats and with confidence in our data security and privacy.

Efficient: We are strategic about how and when we build versus buy software, and where we use Commercial Off The Shelf (COTS) or Software as a Service (SaaS) products versus customized tools. We centralize and reduce redundancy for cost efficiency, economies of scale, and reduced management burden.

Capacity-building: We invest in our people and our systems for the long term, building the maturity and capabilities of our own workforce and agencies in-house to save money and deliver better results.

Customer-Centered: We serve the general public and State government as our customers, making sure our offerings address their needs. We meet people where they are, while guiding the State towards providing a better experience enabled by technology. We reflect our rates and services as transparently as possible for our State customers, while reevaluating them on an annual basis to remain current.

Forward-looking: We will work to integrate new technology and industry best practices responsibly and productively.

Outcome-focused: We deliver technology that enables our agency customers to deliver on their missions, not technology for its own sake. We do not complete technology projects; we deliver technology solutions.

These values represent our aspiration and north star. We are not there yet as a state, but we are continuously working to achieve them. They animate and guide our work, and represent the enduring goals that transcend strategic plans and short-term initiatives.

Agency-wide Strategic Priorities

In FY26 and beyond, DoIT has three overarching goals that will carry us closer to fulfilling our aspirations: (1) build modern technology capacity and culture; (2) thoughtfully centralize services; and (3) better serve our statewide customers. These goals will require collaboration across all DoIT teams and partner agencies, and are supported by initiatives in the division-specific plans that each office has developed. In addition to driving our near-term plans for how to advance each of these priorities, DoIT will use these as guideposts to inform future decisionmaking in the evolving landscape of the years to come.

Embedding product-oriented technology capacity

Centralizing thoughtfully

Expanding our mandate to serve the state

1. Embedding product-oriented technology capacity

Historically, our State agencies' technology projects – like so many across the country - have struggled to make meaningful progress. They take a long time, are frequently expensive to build and maintain, and are not designed based on the needs of staff or residents, impeding the state's ability to deliver core services to the public and operate efficiently. A number of root causes drive this underperformance:

- A "technology-centric" approach that prioritizes implementing systems instead of thinking of technology as part of a larger service delivery solution.
- Lengthy requirements-gathering phases that lack sufficient user research, validation, and prioritization.
- Long contract terms leading to outdated deliverables.
- Over-reliance on vendors with limited agency involvement or leadership.
- Lack of user testing and iterative development, resulting in high-risk "big bang" launches.
- Insufficient investment in systems over time, leading to systems that

don't support programs effectively and require expensive, high-risk "modernization projects."

In order to overcome our legacy of historical technology underperformance, Maryland needs to fully adopt modern technology best practices, including human-centered design, iterative development, and product (versus project-based) management. This transition requires bringing in new types of roles and skills; changing how we design, build, and update systems; and evolving our oversight, performance management, funding, and staffing approaches. DoIT will lead and reinforce this culture change, starting with hiring more technologists with these skillsets and adopting a new approach to managing MITDPs. DoIT is significantly reforming the standards and requirements for MITDPs, in order to ensure our policies and oversight practices are driving and reinforcing technology development practices that lead to successful service delivery. These changes include new project definition requirements, personnel requirements, use of modern development practices, and a new oversight engagement model.

The starting point for delivering technology that works is having the right people to do the work, following modern technology development and management approaches.

The starting point for delivering technology that works is having the right people to do the work, following modern technology development and management approaches. Building this foundational capacity has been the top focus of DoIT over the last two years, and this remains a top priority. Our first area of focus was internal capacity, including separating and clarifying the functional teams we needed and ensuring we had the teams and senior leadership to staff all of those areas. In the years ahead, DoIT will continue to focus on capacity building and culture change as our top priority, with a shift in emphasis from DoIT's internal capacity and culture to agencies. We will focus on three main initiatives:

- Building long-term agency technical expertise, ownership, and leadership
- Aiding agencies in effective management of IT projects through short-term surge support
- Training our State workforce in foundational technology and data skills

Building agency in-house technology expertise

This work to enhance agency capacity will build on DoIT's existing efforts to bolster agency technology leadership. DoIT has supported agencies in hiring new CIOs, securing new talented leads in 4 of the 5 largest agencies in the last two years. DoIT has also begun providing additional staff-level talent to support high priority agency projects through the Maryland Digital Service. And DoIT has embedded cybersecurity leads through the ISO program, as well as adding liaisons in data, privacy, and accessibility, who work with the DoIT central team to implement consistent approaches across agencies.

To oversee and build great technology, agencies need great in-house technologists at the leadership and staff levels. Although DoIT's outside assistance and leading-by-example on product management is helpful, agencies need to design and manage their own mission-critical systems themselves to ensure those systems work well and are fully integrated in program operations. To do so, agency leaders must have strong technical literacy to champion and oversee projects, and agencies need strong in-house technology delivery teams to do the work.

Therefore, in addition to the short-term direct staffing that DoIT will provide to agencies to support their technology project success, DoIT will also work with agencies to build in-house capacity for the long-term. We will continue to refine the operating model of which roles agencies must staff internally, ensuring sufficient capacity in roles such as IT directors and liaisons, without losing the benefits of DoIT's centralized expertise (particularly for smaller agencies that do less IT work in-house). However, across the board, agencies and program owners must take greater ownership of the digital tools & platforms they use, and must hire and train these new technical skillsets in-house – product management, user experience, engineering, and technical business ownership. Maryland must reduce its reliance on vendors for major technology decisions and build internal capacity to improve delivery. DoIT will support agencies in developing this bench of expertise, and will also hold agencies accountable for progress. Ultimately, agency leadership is responsible for their agency's service delivery – whether unemployment benefits or professional licenses - and they must be accountable for all of the factors that contribute to those outcomes, including their technology systems. DoIT stands ready to help each leader build capacity and adopt modern technology management practices and culture.

Surging support for critical projects

While DoIT builds agency technology capabilities, we will provide shorter-term surge support for agencies to drive successful outcomes for critical technology projects as part of our new approach to MITDPs. Starting in FY26, DoIT will pilot a new operating model that includes embedding technical leadership on a subset of the highest-priority MITDPs and establishing a discovery team to provide short-term support for agencies at key moments in their projects.

DoIT will directly staff core leadership teams to a small initial pilot of MITDPs, including a Technical Product Manager, Technical Lead/Architect, and User Experience Lead. The staff will be hired by DoIT as contractual hires and deployed to agency projects, dual reporting to DoIT and agency leadership. This new core leadership team will be responsible for establishing more effective, iterative development practices on their projects and will provide direction on contract, staffing, and funding modifications necessary for the project to reach best performance. DoIT will also establish a "discovery team" that will be deployed to projects for short periods of time to help them understand what business problem they are trying to solve, what successfully solving that problem looks like, who their users are, and other details that are vital for a successful project. This team will support these discovery activities for both new projects applying for MITDP status and existing MITDPs that need support to meet the new project definition requirements. Based on the results of these pilots and available resources, DoIT will seek to expand these activities in future years.

Training our State workforce

Increasingly technology is a core part of how teams across government do their work, so, in addition to specialized technology teams and leadership, Maryland also needs to raise the technology and data skillsets of all of our workers. DoIT is supporting this upskilling of the State workforce across cybersecurity, AI, and data.

For Maryland to maintain its position as the national leader in cybersecurity, we must attract, retain, and train a cyber-aware and cyber-skilled State workforce. We must lead by example and cultivate a world-class cybersecurity workforce by creating robust career paths with clearly defined roles and responsibilities that

promote career growth. DoIT will develop an accompanying training program focused on emerging technologies and evolving threats, including technical exercises that foster core and cross-functional skill development, enhancing staff proficiency and versatility while promoting an understanding of the interdependencies between service areas.

To ensure the State leverages the opportunities of emerging technologies like AI safely, DoIT (in partnership with the Departments of Labor and Management and Budget) will establish and deepen programs and partnerships that increase the State's AI and data literacy, talent, and available expertise. DoIT will work to increase the percentage of State workers taking AI courses and expand the types of courses available based on the broader workforce strategy.

DoIT will launch the Maryland Data Academy to create opportunities for State employees to better understand how data influences and drives AI solutions and improve data literacy. The Academy will provide opportunities for employees to engage with use cases, participate in a variety of training courses, and have access to a set of resources to support scaling the use of data responsibly. Additionally, under the Data Academy initiative, OED will develop learning pathways for a variety of roles, skill levels, and agency needs, informed by an annual statewide data skills assessment. By assessing performance against 12 key competencies, this individual skills assessment empowers State employees with insights into their strengths, weaknesses, and growth potential, guiding them towards customized learning pathways for advancement and career development.

And DoIT will build low-friction mechanisms for students and researchers at Maryland academic institutions to serve as interns, fellows, or short-term experts on agency projects, in order to increase opportunities for Maryland students while benefiting State services.

2. Centralizing thoughtfully

Even as we assist agencies in hiring technology talent, we want to reduce the need for specialized skillsets at every agency by offering shared services and support. Past efforts focused on consolidating technology staff into DoIT; this centralization approach focuses on DoIT providing consolidated products and services to agencies. A better suite of shared solutions that meet common needs

will reduce agency procurement and management burden over lots of bespoke and redundant tools. This will allow agencies to focus on excellent management of the small number of technology solutions that are critical to mission delivery (which should be managed in-house).

A better suite of shared solutions that meet common needs will reduce agency procurement and management burden over lots of bespoke and redundant tools.

Reorienting DoIT's focus on shared tools

Going forward, DoIT will seek to take ownership of some tools and services that have been decentralized (where there are good reasons to adopt a uniform approach), and devolve management of some things it has owned (where they are more effectively managed at the agency level), while continuing to ensure consistent policy and compliance baselines where necessary. Specifically, DoIT will manage enterprise software utilized by the majority of agencies, though without taking on service delivery on behalf of an agency's core mission. Although we are pursuing this model with greater consistency across our operations, this type of offering has been a longstanding part of the DoIT services, with recent focus on areas like security and identity and access management. This initiative also builds on the recent service catalog update and system inventory, which allows us to see where there are redundant or duplicative products today, and ensure that DoIT's offerings address agencies' needs. Today, equipment, services, and licenses are decentralized to agencies, resulting in a proliferation of different solutions, or redundant contracts for the same tool. These include services such as mail, customer relationship management (CRM), and document management, as well as equipment like laptops. Centralization of these functions will promote interoperability and consistency across agencies, as well as cost effectiveness through bulk purchasing and reduced contract management overhead. In some cases, use of a centralized service will be required (such as when legally mandated). In other cases, agencies will simply be offered the opportunity to access bulk procurement through DoIT and may elect to participate. And in other cases, when DoIT offers a centralized option, agencies will be required to evaluate that option first, and use that option unless they can show that the DoIT-managed

option does not meet their needs or is a higher cost.

One of the most significant upcoming centralization efforts is the move to a consolidated single software ecosystem for most of our collaboration, productivity, telephony and security tools. Migration to this consolidated enterprise licensing structure will create more consistency and seamless integration across products, reduce costs by consolidating licenses, and reduce reliance on specialized contractors. In addition to savings achieved by consolidating software licenses for productivity, consolidating to a new platform with a greater array of native capabilities will eliminate redundant solutions, simplify IT management, and enhance protections for the digital worker. Moving away from the specialized third-party solutions will also reduce the need for specialized staff to support those applications. For example, the new platform includes integrated cybersecurity products in a consolidated ecosystem that will allow us to sunset myriad bespoke products that are not only more expensive, but demand specialized, costly skill sets that are also harder to crosstrain staff in. Further, the new platform will include a seamlessly integrated voice product that will allow DoIT to retire legacy VOIP solutions and modernize our telephony infrastructure. The new platform will also include new data tools that allow all users to create, view, and share sophisticated data-driven visualizations. This is an excellent example of the benefits we expect from other centralization efforts: consolidation, streamlining, cost savings, interoperability, and reduced management overhead.

In an era of increasingly sophisticated and persistent cyber threats, effective cybersecurity requires a proactive, adaptive, and resilient posture with consistent baselines and practices across agencies - a prime area for centralization. DoIT intends to continue developing centralized cybersecurity services that are cost effective, deliver high value, satisfaction, and positive security outcomes for customers such that State and local governments choose to use those offerings (not using them only because they are required). The expanded central services will include developing a multi-year Service Adoption Roadmap outlining the planned lifecycle for services, prioritizing transitions based on risk reduction and alignment with agency budget cycles for redundant services. DoIT will support agencies' transition onto shared platforms by developing and refining standardized technical processes and documentation. And DoIT will assign ISOs to each agency to promote awareness, adoption, and integration. ISOs will support the onboarding of all State agencies to the central

cyber services, including both the technology and processes, and adapt the delivery based on unique agency environments.

Data is another area where DoIT will be providing expanded central offerings through the launch of a cloud-based, enterprise data sharing platform that will facilitate data discovery, transformation, and collaborative analysis among State agencies. State agencies will benefit from controlled access to data from trusted sources through the platform, enabling a unified view that supports informed decision-making, enhances operational efficiency, and promotes the creation of data-driven products and services. By lowering barriers to sharing and engaging with State agencies' data, the platform will promote more effective collaboration, streamline results, and drive innovation, while reducing costs through collective investment.

In support of the statewide workforce training efforts (described earlier), DoIT is also building out a new centralized training platform. The platform will deliver legislatively required training across topics like cybersecurity, AI, data, and privacy in one system, avoiding a proliferation of training tools. And DoIT will explore whether further consolidation of training products is possible across the agency portfolios.

Finally, Agency IT leads have indicated that it would be helpful to centralize functions such as Records and Document Management, Asset Management, Grants Management, Mobile Device Management, and Customer Relationship Management (CRM) Solutions. DoIT will explore opportunities to provide these services to agencies, including through centralized procurement, master licenses, expanding access to existing State tools, or developing new solutions.

To better meet diverse agency needs, DoIT is shifting from a rigid, one-size-fits-all model to a flexible, "a la carte" approach for shared IT service delivery. Previously, agencies received standardized service bundles based on their size and whether DoIT provided managed IT services. This often resulted in agencies paying for services they didn't fully utilize.

Now, in consultation with their DoIT Portfolio Officer, agencies can customize their bundle of centralized services, ensuring they only pay for what they need. This new model allows for greater adaptability and cost-efficiency, better reflecting the unique requirements of each agency.

Returning agency ownership over mission-related technology

Single-agency platforms that are incredibly important to the State and residents but largely used by or affecting only one agency - such as unemployment processing or paid family leave management - will remain at those agencies. Where DoIT is running such bespoke systems today, it will look to return management responsibilities for those systems to agencies. DoIT's capacity-building work will help ensure that agencies have the skillsets they need in-house to manage these mission-delivery products.

Shared services - even those used by many or all agencies - should remain managed by a different agency when those functions are core to the other agency's mission. In those circumstances, retaining control and ownership allows the other agency's programmatic experts to shape functionality and ensure the service is seamlessly integrated into that agency's business processes. Examples of these important shared services that are so core to another department's mission they should remain separately managed are: the procurement platform, which is intrinsic to DGS; and FMIS, which is intrinsic to the role of the comptroller.

Providing strategic advice to agencies

In addition to offering centralized technology products and services, DoIT can - and must - serve a more strategic role as well. DoIT's role should be to ensure agencies have the technology solutions that meet their needs. By serving as a trusted consultant and advisor to agencies, DoIT can help agencies understand what they need to buy through discovery and design, and assist with effective agile, product-centered procurements or software builds to make sure the tool works for users at the end. A stronger collaborative relationship with agencies will allow DoIT to engage sooner in the technology planning process, shaping an effective approach from the start and driving proper buy-versus-build decisions, rather than coming in at the end in an oversight or crisis management role when projects have gone off track. Although all agencies should have product-oriented staff in-house who can shape solutions, DoIT can offer economies of scale of this type of advising by having a number of experts on staff in various technology topics who can provide specialized consulting to agencies at high-leverage moments, without an agency needing to have every kind of expert on staff (particularly for smaller agencies).

DoIT has already begun expanding our consultative service offerings, but has plans to much more significantly grow them in the coming years. This shift is reflected in the new approach to supporting agencies in effectively managing their MITDPs. It is seen in the launch of the strategic sourcing team and IT procurement offerings in the Operations Office. And this partnership and proactive advising model is central to how DoIT seeks to work with agencies and local governments on cybersecurity, privacy, AI, and data maturity.

Maintaining consistent policy baselines

Finally, DoIT will work to bolster consistency in policy baselines and adherence to those policies across agencies to ensure a common foundation of governance, privacy, security, accessibility, and interoperability. As part of our capacity-building work, DoIT is building agency expertise in these areas, but DoIT also has an important policy-setting and compliance role to ensure that agencies in fact do establish these foundational standards and that practices are in line with them. DoIT continues to build out our cybersecurity, privacy, data, compliance, and accessibility teams, and will grow our policy and oversight activities to reinforce this baseline.

These transitions will not happen overnight, but DoIT has begun adopting this new framework for evaluating future solution development questions. And DoIT will begin engaging other agencies and the legislature to start planning for migration of misaligned systems over the next few years.

3. Expanding our mandate to serve the state

Good technology is technology that enables our agency staff to do their work easily and effectively, and seamlessly meets the needs of our residents transacting with the state. To do so, we must be clear on who our customers are and what they need. Agencies will always be our top priority customers, but we also serve the general public, businesses, nonprofits, and other entities transacting with the State or seeking information. We should consider when and where to strategically support local governments, community anchor institutions, and other partner entities that assist in government service delivery. And we must continue the work we have already begun to reorient from delivering technology as an end in itself to delivering a solution that solves a problem.

DoIT will refocus on meeting the needs of our user base by:

- Streamlining resident experiences on Maryland websites and applications
- Selectively expanding service offerings to key partners
- Expanding broadband access

Streamlining resident experiences

In order to serve Marylanders, we need to improve how we make information available and support people and organizations in completing transactions. Prior to December 2024, residents seeking information about what public benefits they might be eligible for had to look across a half dozen different websites spanning multiple departments, entering data repeatedly. With the launch of the Unified Benefits Screener, residents now have a mobile-first experience to quickly and easily check their eligibility for Medicaid, Supplemental Nutrition Assistance Program (SNAP), Emergency Assistance, Women Infants and Children (WIC), and Home Energy Assistance Program (OHEP) benefits. With the One Application, Maryland residents can actually apply for these five programs without leaving their homes, representing days' worth of time savings per customer. Benefits access will remain a major priority for DoIT and the State in the coming years, and we will continue to roll out additional features, expand the covered programs, and use user-centered practices to iteratively improve offerings to meet public benefits recipient needs.

We need to improve how we make information available and support people and organizations in completing transactions.

In addition to improving public benefits access, we have more to do to make information easy for Marylanders to access. Currently, over 800 State websites and over 400,000 artifacts (documents, individual pages) provide information, services, and benefits to the over 6M residents and employers in the state. This fragmentation makes it hard for people to find the right information, creates cybersecurity vulnerabilities, and is challenging for the State to keep updated and accessible. As digital grows as the primary channel for public interaction, the need to design and develop websites and digital services that better meet

the public's expectation for high quality digital experiences only becomes more urgent. State digital experiences should be user centered, simple, inclusive, accessible, and secure by default. Shifting our website approach to a user driven lens means asking the questions - Why are people coming here? What are their questions? What do they need? We start with understanding people's needs and challenges. We also must look beyond delivering information in siloes based on the department that administers a program, to one that provides cross agency access to all the information or services in a thoughtful and designed experience to meet a constituent's needs. The same goes for how we present data; we should build on previous efforts to provide centralized data portals and visualizations around key topics like the Governor's priorities and preventing hate crimes to find other areas where data should be brought together from multiple departments to tell a comprehensive story.

One major opportunity for streamlining is reducing the fragmentation of the state's web and digital landscape. This starts by creating a better front door for information and services at Maryland.gov and across the full set of digital experiences. Our core websites must be current, aligned to user needs, and should help constituents navigate critical information, services and benefits across Maryland. New architecture will provide constituents with transparent information on topics that cut across agencies (i.e. benefits, licensing & permitting) and seamlessly connect constituents to informational websites and interactive platforms to engage with State services. Another area of focus for web transformation is improving the accessibility of our websites and services for people using assistive technologies.

Beyond consolidating information, we must also make it easier to interact with government services. Marylanders transact with nearly 1300 State permits, licenses, and certifications, many of which rely on paper transmission and manual processes. Many forms represent paths to creating new businesses, professional licensing, or construction, and therefore directly contribute to economic mobility for Maryland. Marylanders often struggle to navigate these applications, which have unclear language, redundant questions, slow feedback timelines, and opaque status updates. This lack of cohesive experience leads to confusion, incorrect data collected when questions are unclear, high call volumes for clarification and guidance, and costly and time-consuming escalations. This is preventable; we can improve efficiency and increase transparency by leveraging user research and service design approaches to

overhaul forms and processes, starting with the experience of the applicant, not the technology.

DoIT is beginning this applicant-centered process transformation through user research and several agency pilots, with the hope to scale in future years as resources are available. The first pilot will streamline parts of the permitting & licensing experience, initially focusing on a small set of prioritized professional licenses for near-term improvement. The project will identify similarities across permitting and licensing efforts, improve application processes for both Marylanders and State employees, reduce processing time, and promote community-building across agencies doing similar work to share lessons learned. As resources allow, DoIT will explore additional potential pilot areas, based on input from agencies and the public about the highest priority experiences in need of improvement.

Supporting our delivery partners

DoIT has traditionally focused on providing strong technology foundations and services across State government, primarily serving State agencies as customers, with the goal of empowering those agencies to deliver on their missions for the public. However, with the growing centrality of technology and data to local governments, businesses, and residents, DoIT must evolve to more intentionally serve the broader State of Maryland. We must better serve our residents and communities by strategically growing our service offerings, partnerships and access to shared tools and platforms where it adds value and provides important foundational baselines.

Previous infrastructure efforts were inwardly focused on providing broadband services for State agencies; we need to widen that focus to include driving the expansion of ubiquitous, high-speed and reliable connectivity across our communities through partnerships with the private sector and local jurisdictions. In our recent BEAD application, we requested funds to close the digital divide, reaching fiber into un(der)served areas across the state, considering not just State buildings, but also local government, public safety, community anchor institutions, and the public. By prioritizing under-resourced communities, this initiative expands digital equity, improves access to essential services and connects all Marylanders to opportunity, community and responsive government.

Moreover, the expanded fiber footprint will create broader public benefits by enabling public-private partnerships, streamlining intergovernmental coordination and establishing a modern platform for shared service delivery across the public sector. And DoIT is playing a larger role in coordination of infrastructure and construction across State government through the Digital Infrastructure Group. Now, when we do a fiber expansion, we consider what other construction or infrastructure needs we might meet as part of that project, we can centralize the dialogue and plan for infrastructure needs across all levels of government during the joint planning process. Those infrastructure needs include vertical assets, transportation variables, government institutions and community needs, which will help facilitate and optimize public funding.

We also have opportunities to provide local governments with access to centralized services and collective purchasing opportunities for technology products and services, not just physical infrastructure; these efforts create real economies of scale and drive down costs. We are deepening our engagement with key public service partners, such as local governments, first responders and community organizations, by delivering direct services, data, cybersecurity threat information, targeted training, and critical infrastructure support. Our focus is on ensuring these partners have consistent and reliable access to essential resources, including broadband, public safety radio networks, and cybersecurity services. We're also strengthening their foundational capabilities in cybersecurity and data management to support operational continuity and effective participation in state-led initiatives.

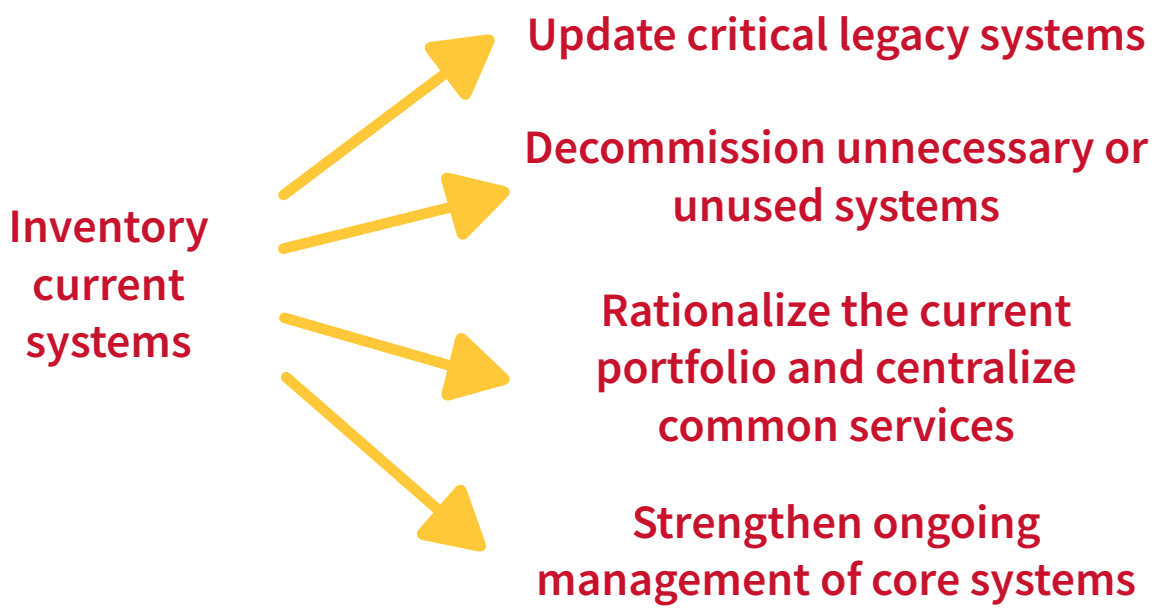
There are also opportunities for joint learning, innovation, and responsive policymaking when DoIT works with industry in areas like AI/emerging technologies and cybersecurity. We need to learn from industry about what they are building and using, and we need their input on the challenges they face and how regulation and statewide services can help them address those issues. We can share resources in different ways, for example producing publicly available reference architecture or AI use cases, rather than only being able to offer assistance in the form of direct services (which are inherently harder to scale), or identifying opportunities to open-source our custom applications. We can make more training and resources publicly available to support the data literacy and AI upskilling of the statewide workforce, not just State employees, but all Marylanders who want to learn new skills to further their education and careers.

Modernization Plan

“Modernization” underlies all of the strategic priorities laid out in this document. Modernization means bringing modern technology talent and practices to all of our work, consolidating and updating our legacy systems, and building or buying our future systems better. To run a modern operation, we need the right talent (strategy 1), the right approach to centralized services (strategy 2), and a deep understanding of our customers’ needs and shaping our solutions around meeting them (strategy 3). Together, those efforts will help ensure that the new work we do is done right - avoiding the need for constant “modernization” efforts on all of our systems.

However, we also need to undertake significant work to rationalize our existing IT systems across State government. Maryland, like other states, faces significant technical debt from these legacy systems, which are not meeting our needs on performance, cost, reliability, or efficiency. We need to migrate mainframe systems to the cloud, and decommission poorly-performing custom systems where commercial products are available at lower cost and with more functionality. We need to consolidate duplicative contracts and licenses across programs, and break up large systems into component parts, allowing for even greater consolidation and efficiency. Building and maintaining our systems will avoid future problems, but a separate set of focused activities are needed to clean up our backlog.

DoIT was charged in 2024 in SB 982 (CH 497) Information Technology - Modernization of Information Technology Projects with leading this modernization effort. That work begins with understanding the baseline of the systems we have through a systems inventory. Once we understand the systems we have, we can figure out which systems are redundant and can be consolidated, which most urgently require upgrades or migrations, and which can be mothballed. In this process, we have real opportunities to leverage existing systems to solve agency needs, avoiding new builds or buys we don’t need. For example, we likely have many opportunities to leverage one agency’s existing system for another agency to replace an end of life system, rather than migrating to something new.



Legacy System Inventory

The first step towards modernization of our legacy systems and rationalization of our existing portfolio is understanding the current statewide IT systems landscape. DoIT has been charged with inventorying all statewide IT systems to understand their current operations, potential risks, agency upgrade priorities, and opportunities for consolidation and streamlining. This inventory covers all aspects of the systems and applications, such as underlying data sources, numbers of users, licensing structure, backups, and those containing privacy data and AI capabilities. We will also leverage our data inventory and AI use case inventory to better understand the full scope of systems across the state. The inventory will also ensure we have a clear picture of our cybersecurity surface.

This process will not only identify the systems most in need of upgrade or replacement or at end of life, it will also help us understand where there are redundant systems or licenses that could be consolidated, and where bespoke systems have been built that could be migrated to commercial products. Our modernization work cannot just be about 1:1 replacement of old systems, it must start with rationalization of our statewide IT portfolio. In some cases we should be able to consolidate multiple legacy systems into one - potentially even something we already have - rather than migrating those dozen systems to the

cloud or procuring a dozen new bespoke replacements. However, deep review of system needs and functions will be required to do this consolidation, including uncovering where we can build out new functionality on existing systems to meet broader sets of needs, not just operating within the current systems' usage.

In FY25, DoIT collected individually submitted inventories across 70 plus agencies/units covering over 2,400 systems and applications, and is working to identify these consolidation and modernization opportunities. To keep the inventory up-to-date, DoIT will continue to work with agencies on the yearly submission of inventories by December of each calendar year as required by Md. Code, St. Fin. & Proc. (SF&P) Art. § 3.5-405. The modernization plan will build off of the systems inventory, categorizing and prioritizing action across our legacy portfolio, guided by the DoIT Investment Framework. The plan will identify rationalization and modernization opportunities, propose an order to tackle them in, and identify potential funding sources to support the work. In accordance with SF&P § 3.5-308(h), the plan will be completed by July 2026 .

Review and modernization will not happen overnight. A typical discovery sprint for a single common use case across multiple agencies might take 3-4 months just to evaluate if there is a shared solution that might work and develop an initial buy vs. build hypothesis for how to get there. Among the thousands of existing systems and many new needs DoIT is already tracking, there are dozens of use cases that will need to be explored for centralization opportunities. At the same time, DoIT will need to rapidly review existing systems for vulnerability to identify those that most urgently need replacement or shutdown.

Given the scale of our backlog, we must modernize and streamline across multiple fronts at once, focusing not only on migrating and strengthening the most critical individual outdated systems, but also consolidating and streamlining redundant systems, building out centralized solutions that meet emerging needs, and supporting effective management and ongoing updates to existing systems before they reach a point of needing full replacement.

DoIT will therefore modernize across several simultaneous tracks:

1. Updating critical legacy systems: Identifying existing agency systems at greatest risk of failure that urgently need to be updated. This may include

mainframe applications that need to migrate to the cloud, systems built in outdated or niche programming languages (such as COBOL) that require specialized engineering support, systems that rely on outdated components no longer receiving updates and patching, and systems with security vulnerabilities. These systems will need to be migrated, strengthened, or replaced. DoIT will evaluate whether new COTS or SaaS products may be available to replace custom legacy systems, and or whether agencies may be able to use platforms already built by other parts of government.

2. Decommissioning unnecessary or unused systems: Identifying systems and applications no longer in use or not serving the State's needs that should be shut down and the data appropriately stored or deleted.

3. Rationalizing the current portfolio and centralizing common services: Aligned with DoIT's centralization strategy, DoIT will review the current landscape of systems to identify common use cases across agencies and assess where systems might be consolidated to improve functionality, reduce duplication of effort, and improve cost effectiveness. DoIT will run short discovery sprints with agencies to understand their needs and identify potential options to develop a common solution, including ideally leveraging existing systems. DoIT will then support implementation through modification of current systems, joint procurement, centralized purchasing of licenses, or interagency development of a new platform.

4. Strengthening ongoing management of core systems: Better management of existing systems to keep them up-to-date and matching user needs will avoid creating a backlog of systems that need wholescale changes. The new approach to managing MITDPs and more broadly the bolstering of modern technology development practices in agencies should help reduce the need for major modernization efforts in the future.

Using Information Technology Investment Fund (ITIF) funds, DoIT proposes to establish three modernization teams: one to conduct the vulnerability assessment for all systems and work with agencies on plans to shore up or shut down the most at risk systems (#1 and #2 above); and two to conduct discovery and planning for the centralization and consolidation opportunities, working both on the backlog of duplicate systems and avoiding further proliferation (#3). DoIT will also leverage the new MITDP discovery team and technical assistance teams to work on #4.

DoIT and the home agency (or agencies) will then establish a plan for each system or group of systems, identifying specific next steps. In some cases, systems may need to be migrated to new platforms, shifted from custom to COTS products, or consolidated. In other cases, systems may need minor upgrades to shore up functionality or improve security or stability or systems may no longer be in active use, and should be turned off.

Based on the system-specific plans, DoIT will establish a reasonable timeline and budget to implement the changes, and then work with agencies to identify financing sources. Potential financing options may include agency operating or capital budgets, use of ITIF funds, new appropriations requests, or alternative financing mechanisms such as bond funding.

Managing effectively today to avoid future modernizations

As we tackle our technical debt and proliferation of redundant systems, we must make sure that we're managing our current and new systems in an agile manner to avoid accruing more fragmentation and declining systems. We must move away from large modernization projects that attempt to overhaul entire systems in one go, and instead focus on modularly updating and fixing the most critical components, overhauling the system over time. We need to iteratively improve the performance of core platforms we manage, moving away from the concept that custom software development or "modernization" will ever be "done", and instead committing to permanent teams and continuous improvement to both maintain and enhance systems to meet users' evolving needs. This new user-centered, product-based approach is how we are approaching digital delivery overall, moving from episodic massive modernization efforts to consistent and continuous improvement. (See our Digital Experience section for more detail).

We also need budgeting and project oversight that supports continuous development; there will be no expensive and high intensity "build phase" and a cheaper, low-effort "maintenance and operation phase" (followed by critical failures and a very expensive "modernization"). Instead, we need continuous iterative development for the entire life of the system, with the funding and teams to support that level of constant work.

DoIT is approaching these new ways of working starting from the premise that we must help agencies succeed, not simply demand better performance. DoIT

can support agencies by adding technical capacity and running an oversight process that guides toward technology best practices, not adding more reporting burden (which distracts from doing the work and often accidentally pushes towards unhelpful “waterfall” practices). DoIT is committed to supporting agencies in their technology efforts and bolstering the outcomes of MITDPs, sending skilled design, product, and engineering teams to agencies to help with the highest priority projects, providing new discovery and procurement expert advising to set projects up for success at the outset, and supporting agency leadership in building their capabilities to manage these projects.

Our new approach to technology project oversight will reinforce the changes needed to get out of the “modernization” trap. Great IT delivery requires skilled technology teams with the right mix of skills, operating under authentic agile practices, with leadership support and accountability. Teams need to have time and flexibility to do their work, without micromanagement or extensive reporting requirements. And the reporting that is required should reinforce - not hamper - the user-centered agile approaches that we want teams adopting. Too often oversight has been defined by measuring compliance with out-of-date requirements or workplans, financial reporting, or checkbox completion of process steps; oversight instead should be based on making progress on clear problem definition based on understanding user needs, building working prototypes, iteratively improving working code, and ultimately delivering a

product that addresses the original problem and adapts to changing priorities within the context of timeline and budget. DoIT is moving away from waterfall and compliance-based reporting, towards reporting that more accurately measures whether agencies have the right components in place for success (like team expertise and product owners), ensuring agencies are doing the foundational work to understand user needs (like having a clear problem statement, success criteria, definition of done, and user personas), assessing whether agencies are using modern development practices correctly (based on how they are doing the work, such as demonstrating they have rapid learn-design-test-develop-test cycles, frequent releases, and prioritized backlogs), and reviewing feature roadmaps and financials periodically to ensure work is on track.

As we work through our statewide modernization backlog, we will need to simultaneously make progress on the highest impact agency systems with work already underway (MITDPs), address the most urgent legacy systems consolidation and updates (based on the high priority items identified in the legacy system inventory), and ensure that new agency projects are being built correctly from the start (so we are not adding more technical debt going forward). Adoption of our new product approach, agency support model, and solution-oriented intake for new projects will help us achieve these goals.

Division Priorities

In addition to all of the important work supporting DoIT's crosscutting strategic priorities and the modernization plan, DoIT's divisions are also continuing to strategically improve operations and take on new work in each of their areas of focus. Each team has their own ambitious plans for maturing the State's capabilities, improving access and customer service, and streamlining operations. In this section, each team will present their top strategic priorities for FY26-FY28, including both initiatives that support the agency-wide work and those specific only to their division.

Artificial Intelligence and Emerging Technologies

The AI Enablement Team is a DoIT incubation initiative that is helping establish and catalyze AI foundations across Maryland government. As a potential platform shift, AI offers unique and evolving opportunities and risks relative to other technologies, so it needs a focused approach around how it is managed and incorporated into baseline activities across DoIT and other agencies.

For example, new policies and mechanisms are needed to ensure effective oversight and governance around AI, and the Enablement Team is providing the necessary subject matter expertise to ensure those are appropriately conceptualized, operationalized, and matured. However, long-term, updating and enforcing those policies and controls will be part of the baseline activities of DoIT's Cybersecurity, Governance, and Compliance teams, and a specialized AI team may not be necessary. This is true beyond the governance realm, and is also relevant in procurement, experimentation/adoption, AI literacy, deep dives in critical domains, tooling/infrastructure, and other areas.

The Enablement Team is currently working closely with teams across DoIT to integrate AI into their regular activities, and after the foundations are in place and have logical homes, will continue incubating and catalyzing adoption of future emerging technologies and frontier AI advancements. Likewise, agencies across State government will also need to build capabilities and incorporate AI considerations into their workflows and operations. The Enablement Team and AI Subcabinet are helping guide that transition in the near term, while preparing agencies to manage aspects of AI on their own in the longer term.

Objectives

In the near term, the AI Enablement Team and DoIT are focused on catalyzing and supporting the incorporation of AI, but these objectives will evolve in the longer term to additionally focus on the safe and effective use of other emerging technologies.

- **Build State government AI capacity:** Develop State government's AI knowledge, skills, talent, and infrastructure to responsibly, ethically, and productively leverage AI to increase government effectiveness and improve constituent outcomes.

- **Guide AI adoption towards safe, responsible uses:** Support responsible use of AI across government through guidelines, use case management, training, operating models, and other approaches.

- **Drive AI innovation and adoption:** Catalyze productive use of AI through experimentation and incubation, communities of practice, partnerships, infrastructure, and expert advising.

- **Monitor and plan for new technologies:** Evaluate the risks and opportunities posed by adoption of AI across government; monitor developments in AI and other new technologies; and make regular recommendations for new initiatives, pilots, and policies to respond to the changing technology environment.

Initiatives

1. Mature the State's AI governance capabilities

DoIT will develop the expanded risk management policies and practices needed to manage rapid growth in the deployment of AI across State government. DoIT will integrate AI oversight and risk management into the State's existing software intake and procurement processes to ensure adherence to existing legal and policy requirements, and the principles outlined in the Governor's AI EO 01.01.2024.02 (Fairness and equity; Innovation; Privacy; Safety, security, and resiliency; Validity and reliability; and Transparency, accountability, and explainability) and relevant legislation (e.g., SB818, Ch. 496 (2024) (Artificial

Intelligence Governance Act of 2024)). AI governance mechanisms that will be built out include AI impact assessments, risk mitigation measures, continuous monitoring approaches, contract language, red-teaming pathways, and other artifacts. The team will iteratively update those approaches in the coming years in response to changes in technology and best practices, and support agencies in building more sector-specific guidelines on top of, or integrated within, this process as needed.

2. Strengthen the State's data foundations

DoIT will help Maryland build the strong data foundation needed for effective AI experimentation, adoption, and governance, with trusted and reliable outputs. The team will start with formalizing the State's data governance processes and ensuring agencies have reliable data for testing and scaling AI solutions. This includes ensuring agencies have the tools and resources necessary to test risks associated with using datasets for AI, providing alternative datasets (i.e., synthetic data) to protect the security and privacy of State data, and cataloging data that is allowed/restricted for use with AI solutions. OED will support these efforts by establishing an Authoritative Data Sources program to prioritize critical State datasets, outlining the standards for "AI-readiness", and ensuring identified datasets meet those standards, in order to power experimentation and adoption.

3. Build momentum around experimentation & adoption

DoIT will help the State adopt emerging technologies, moving from "opportunistic" experimentation to a more structured approach that leverages clearer governance processes, evaluation frameworks, clearer agency goals around leveraging AI, and fit-for-purpose procurement pathways. DoIT will establish and execute a variety of experimentation channels across the State to expedite learning and time-to-impact. These may range from pilots of commercial-off-the-shelf (COTS) AI tools to determine return-on-investment (ROI), common use cases, and areas for future investment; to focused hackathons; to a portfolio of more structured Proof-of-Concept procurements focused on specific, prioritized, high-impact problem statements; to workshops helping agencies understand what is possible with AI and design prototypes; to a statewide sandbox environment to encourage more decentralized experimentation. The team will develop "governance cards" for use cases

with high cross-agency replication value - like transcription tools, translation, and coding assistants - that will help unlock effective use across government. In parallel, the team will evaluate options around technical infrastructure, architecture, and platform strategy to underpin future growth. The team will use a tiered support model that helps groups of users with common needs access packages of relevant infrastructure and tooling.

4. Increase the state's "AI IQ"

DoIT, in partnership with the Departments of Labor and Budget and Management, will establish and deepen programs and partnerships that increase the State's AI literacy, talent, and available expertise. Together they will increase the percentage of State workers taking AI courses and expand the types of courses available based on the broader workforce strategy. OED will launch the Maryland Data Academy to create opportunities for State employees to better understand how data influences and drives AI solutions. The Academy will provide opportunities for employees to engage with use cases, participate in a variety of training courses, and have access to a set of resources to support scaling the use of data responsibly. DoIT will build low-friction mechanisms for students and researchers at Maryland academic institutions to serve as interns, fellows, or short-term experts on agency AI projects, in order to increase opportunities for Maryland students while benefiting State services. And it will strengthen and expand the State's AI Community of Practice as a collaboration and upskilling mechanism across state, county, and local government.

5. Guide AI transitions in critical domains

Each State agency is responsible for assessing the impact of AI on their stakeholders and planning for how to mitigate harms, promote positive adoption, and manage transitions. Further, State law (SB818, Ch. 496 (2024)) outlines a set of critical domains around which the State must develop deeper understanding and intent regarding the use of AI. For the latter, relevant agency owners, alongside key internal and external stakeholders, are developing baseline studies across a dozen critical domains within State government and the broader State economy. DoIT is leading or co-leading planning and implementation of the plans for cybersecurity, data privacy, and procurement. It is supporting other agencies leading efforts in other domains like critical infrastructure, healthcare and human services delivery, and public safety. These

dozen plans, which will be presented to the Governor and General Assembly in December 2025, will lay out recommended priorities, pilot initiatives, agency workstreams, and changes in policy. Agencies will begin implementation in 2026 and beyond, based on available resources.

Cybersecurity

DoIT's Office of Security Management (OSM) propels Maryland to cybersecurity excellence, improving the state's cybersecurity resilience and privacy posture to provide the protection Marylanders deserve. OSM adopts a whole-of-State approach that offers centralized security management across State and local government, standardized policies, and collaborative information-sharing. By implementing robust threat management, incident response, and risk management, OSM works to safeguard critical infrastructure, protect data, and foster secure government services statewide. OSM uses an ongoing innovation approach to proactively identify, develop, and introduce new or enhanced cybersecurity and privacy capabilities that address emerging threats and evolving State needs. OSM operates the Information Security Officer (ISO) Program, which, in collaboration with service management and agency portfolio officer teams, supports State agency and local government cybersecurity awareness, service delivery, and maturity improvement.

Objectives

- **Deliver high-quality security offerings to State and Local governments:** Provide central cybersecurity technologies and services that meet State and local government needs, driving participation through superior customer service, transparency, cost effectiveness, value, and positive security outcomes - not just legal requirements. Deliver effective protection to the State through proactive services, including cybersecurity logging & monitoring, vulnerability scanning & management, threat hunting, penetration testing, and risk management, informed by timely threat intelligence to anticipate and mitigate potential threats.

- **Identify and manage cyber and privacy risks statewide:** Implement Governance, Risk Management and Compliance ("GRC"): cybersecurity & privacy policies, standards, risk management frameworks, and compliance

programs across State government and supporting Maryland's local governments. Establish a consistent security and privacy baseline, proactively manage evolving risks, effectively protect citizen data and State assets, and meet all applicable federal and State requirements.

- **Effectively detect, respond, and recover from cyber threats:** Build a strong technology architecture based on Zero Trust principles and designed to address modern and emerging threats. This includes developing and implementing an Enterprise Security Architecture incorporating Zero Trust, Digital Resilience, Artificial Intelligence, and privacy approaches into DoIT services and statewide policies, extending to emerging technologies, Operational Technology (OT)/ Internet of Things (IOT), and quantum computing.

- **Strengthen the cyber-skilled State workforce:** Supporting the goal of Maryland as the national leader in cybersecurity, we must attract, retain, and train a cyber-aware and cyber-skilled State workforce.

- **Partner to innovate:** Partner with State agencies and local governments to identify trending weaknesses and vulnerabilities in cybersecurity programs. Provide shared services and collaborate to strengthen cyber resilience and drive resource efficiency. Deepen and establish new public-private partnerships to expand the reach of DoIT's cybersecurity network.

Initiatives

1. **Implement a cybersecurity resilience architecture**

Enhance Maryland's capability to detect, respond, and recover from cybersecurity threats by building strong architecture that includes resilience and security by design. OSM will partner across DoIT, State agencies, and local governments to implement an Enterprise Security Architecture incorporating Zero Trust, Digital Resilience, Artificial Intelligence, and privacy approaches into DoIT service and statewide policies. The architecture will include supporting emerging technologies, Operational Technology (OT)/ Internet of Things (IOT), and quantum. Leveraging industry and Federal Zero Trust best practices and frameworks, the Enterprise Security Architecture will target increasing Maryland's cybersecurity rigor across Identity, Devices, Networks, Applications

& Workloads, Data, and cross-cutting pillars to the "Advanced" maturity level.[2] Major initiatives will track the Zero Trust framework:

- **Identity:** Implement "Advanced" Multifactor Authentication for State applications that handle Level 3 (Confidential) or Level 4 (Restricted) data, consistent with Maryland's Data Classification Policy.

- **Applications & Workloads:** Establish Application Development Security policies and guidelines that include Continuous Integration/Continuous Delivery/Deployment (CI/CD) capabilities, static testing, and dynamic testing for applications handling Level 3 (Confidential) or Level 4 (Restricted) data.

- **Networks:** For remote access, transition from Virtual Private Network (VPN) to Secure Access Service Edge (SASE). Enhance security by implementing both micro and macro-segmentation to isolate workloads.

- **Data:** Establish the ability to automatically discover, categorize, and label both structured and unstructured data to ensure suitable security measures are applied.

- **Endpoints:** Incorporate device risk indicators into application authentication processes.

- **Analytics & Visibility:** Strengthen centralized logging by improving infrastructure and tools, and by establishing minimum logging standards.

- **Automation & Orchestration:** Bolster the speed, scale, and efficiency of OSM's cybersecurity program through adoption of AI and automation throughout its operations.

2. Establish and Maintain Statewide Cybersecurity and Privacy Governance, Risk Management and Compliance in the Era of Emerging Technologies

GRC works to provide the necessary guidance, oversight, and tools to empower agencies to not only manage current privacy and cybersecurity risks but also to anticipate and address the future implications of emerging technologies, ultimately fostering a secure and trustworthy digital environment for the

[2] Based on the CISA Zero Trust Maturity Model

State of Maryland and its constituents in an era of continuous innovation. To promote a strong governance, risk management, and compliance (GRC) posture across all State executive agencies, OSM will be establishing comprehensive policies, frameworks, and programs to safeguard the state's digital assets and protect citizen data. Recognizing the rapidly evolving technological landscape, including critical emerging technologies such as AI and quantum computing, GRC extends to proactively assessing and mitigating the unique security and ethical challenges these advancements present. To achieve this vision, OSM will focus on the following key initiatives, with a forward-looking perspective that considers the impact of critical emerging technologies:

- **Publishing a State-wide Cybersecurity Policy Suite Framework:** Publish modern cybersecurity policies and standards, grounded in Zero Trust and Privacy Principles aligned with Federal and State frameworks (including the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0), designed to address current and emerging risks.

- **Establishing a Statewide Risk-based Governance Program:** Establish a standardized and proactive approach to identifying, assessing, responding to, and monitoring cybersecurity and privacy risks across all State executive agencies, prioritizing critical assets. Risk assessment will include both qualitative and quantitative impacts (financial and time). A component of the GRC will be an Authority to Operate (ATO) process aimed at reducing manual tasks via automation, AI, and ongoing capability assessments. OSM will establish metrics, maturity models, and risk registers to measure and improve program effectiveness.

- **Managing IT supply chain risk:** Recognizing the increasing reliance on external vendors, particularly those offering services leveraging AI and emerging technologies, this initiative will establish a comprehensive program to assess and manage the cybersecurity and privacy risks associated with third-party service providers. This work will include establishing standard IT contract language incorporating Zero Trust, secure software development practices, privacy, and other requirements.

- **Leveraging the ISOs to partner on and mature State agency and local government GRC alignment:** ISOs will partner and support across agencies to further mature the State's cybersecurity and privacy program. ISO GRC support services will include but, not be limited to, security assessments, documentation development, and cybersecurity program advice.

- **Strengthening Statewide Privacy Protection and Compliance:** This initiative will focus on establishing a robust framework for managing and protecting the privacy of citizen data across all State agencies, aligning with existing and evolving privacy laws and regulations. We will develop and implement comprehensive privacy policies, conduct privacy impact assessments for new and existing systems, especially those leveraging emerging technologies like AI that process personal information (PI), and establish clear guidelines for data collection, use, retention, and disposal. Furthermore, this initiative will include a strong focus on privacy awareness training for all State employees, ensuring a culture of privacy-by-design and promoting transparency in how the State handles personal data.

3. Advance Maryland's centralized cybersecurity services across agencies and local government

In an era of increasingly sophisticated and persistent cyber threats, effective cybersecurity requires a proactive, adaptive, and resilient posture. OSM intends to continue developing cybersecurity services that are cost effective, deliver high value, satisfaction, and positive security outcomes for customers such that State and local governments choose to use those offerings (not using them only because they are required). To improve the central cybersecurity services offering, OSM will:

- Update and modernize Maryland's Statewide Incident Response Plan, adopting lessons learned from past incidents and engagement.

- Expand Maryland's Vulnerability Management program to include statewide Vulnerability Disclosure Program, Bug Bounties, and Hack the State initiatives.

- Develop a multi-year Service Adoption Roadmap outlining the planned lifecycle for services, prioritizing transitions based on risk reduction and alignment with agency budget cycles for redundant services.

- Support agencies' transition onto shared platforms by developing and refining standardized technical processes and documentation. OSM will formalize service delivery processes, defining and documenting clear operational procedures, roles, and responsibilities for managing each centralized service platform.

- Publish a comprehensive Service Catalog detailing each centralized offering (description, value, prerequisites, onboarding, support, SLAs) and providing transparent pricing for each service.

- OSM will also develop, implement, and monitor measurable Service/ Operational Level Agreements (SLAs) for core services, defining performance expectations, availability targets, and support responsiveness.

- Develop metrics to measure engagement levels, service utilization, participant feedback, cost savings/avoidance achieved through economies of scale, and improvements in risk posture across jurisdictions.

To facilitate State and local government adoption of central cyber services, OSM will assign ISOs to each agency to promote awareness, adoption, and integration. ISOs will support the onboarding of all State agencies to the central cyber services, including both the technology and processes, and adapt the delivery based on unique agency environments. To bolster local adoption, ISOs will participate in OSM strategic communications campaigns and regional engagement events to highlight the benefits of participation, such as access to expert guidance, funding opportunities, and scalable tools for cybersecurity.

4. Mature the Local Cyber Program and Public-Private Partnerships

Strong cybersecurity for Maryland requires DoIT to think beyond State government, developing effective partnerships and collaboration with local governments and the private sector. In the coming years, OSM will seek to identify, establish, and strengthen partnerships with federal, state, local, tribal, territorial, and industry entities that present cross-organizational training opportunities, allow for joint service delivery or partner augmentation of State capabilities, and facilitate enhanced information and cyber threat intelligence sharing. These partnerships can help drive cyber innovation, particularly in response to emerging technologies. Through industry relationships, OSM will be able to understand new threats and tools, and bring those together with

policy and regulatory powers to build new solutions and guide private sector development.

Two initial areas of focus for the partnerships are:

- Promoting statewide collaboration to strengthen the cyber resilience of local governments and critical infrastructure in a resource-efficient manner: launching targeted training programs, expanding technical support, and enhancing threat intelligence sharing.

- Leveraging State contracts, so local jurisdictions can access vetted cybersecurity solutions at reduced costs, promoting both fiscal responsibility and standardized protections across municipalities.

5. Develop the talent to support Maryland's leadership as Cyber Capital of the US

For Maryland to maintain its position as the national leader in cybersecurity, we must attract, retain, and train a cyber-aware and cyber-skilled State workforce. We must lead by example and cultivate a world-class cybersecurity workforce by creating robust career paths with clearly defined roles and responsibilities that promote career growth. OSM will develop an accompanying training program focused on emerging technologies and evolving threats, including technical exercises that foster core and cross-functional skill development enhancing staff proficiency and versatility while promoting an understanding of the interdependencies between service areas.

In parallel to the internal cyber workforce development efforts, DoIT has an opportunity to foster a statewide culture of cyber awareness and skills that supports private sector cybersecurity excellence. Through partnerships with outward-facing Agencies, such as the Department of Labor, OSM can support the continued development of Maryland's cybersecurity industry and cybersecurity human capital.

Data Services

OED serves as Maryland's center of excellence for delivering trusted data that is easy to access, use, and understand, advancing the state's responsiveness to the needs of Marylanders and empowering Marylanders to take data-informed

actions. This access to trusted data will help improve public services, drive innovation, and draw deeper community insights. OED also elevates the State's data practice by fostering effective and responsible data use, management, and sharing across the state.

Objectives

- **Deliver trustworthy data for impact:** Provide the governance and environment necessary for the leaders across government to improve decision-making through data-driven insights, based on high-quality, standardized data. Foster a culture of data-driven decision making across all levels of government. Empower data users to harness collective insights and resources to make informed decisions and effectively deliver on their missions.

- **Increase collaboration:** Streamline the sharing of data both across agencies and with external partners to increase accessibility to State data, relieve administrative burdens associated with data, promote interoperability, and facilitate responsible and secure data sharing.

- **Promote data literacy and expertise:** Empower State employees with the skills and knowledge necessary to effectively leverage data in their work. Enhance employee expertise in data science, machine learning, and AI.

- **Meet agency data services needs:** Provide services agencies need to mature their data operations. Advise and consult with agencies to ensure services advance their capacity to govern, manage, share, and use data to advance their mission needs.

- **Promote trust:** Build and sustain public trust through open communication, transparent practices, and high standards for data accuracy, timeliness, completeness, and privacy. By providing best practices and guidance, we set the foundation for trusted data sharing across the state.

- **Embed ethics:** Foster a responsible and respectful data climate that understands and mitigates bias in both data practices and data consumption, promoting ethical standards across all operations.

Initiatives

1. Streamline data access through an Enterprise Data Platform

To deliver streamlined data access, OED is launching a cloud-based, enterprise data sharing platform that will facilitate data discovery, transformation, and collaborative analysis among State agencies. State agencies will benefit from controlled access to data from trusted sources through the platform, enabling a unified view that supports informed decision-making, enhances operational efficiency, and promotes the creation of data-driven products and services. By lowering barriers to sharing and engaging with State agencies' data, the platform will promote more effective collaboration, streamline results, and drive innovation, while reducing costs through collective investment.

The Maryland Data Exchange (MDX) will serve as the central hub for State data, offering a fully-managed, shared infrastructure with enhanced security controls, and comprehensive data governance. The platform will apply ingestion, transformation, and normalization workflows to State data, provide the ability to perform analysis and reporting with integrated business intelligence tools, and deliver access to secure spaces, fostering cross-agency collaboration. In addition to performing quality checks and ensuring reliability, the program will also designate authoritative data sources and data owners for priority data sets. This will ensure true sources of record are understood and made available to State agencies, reducing duplicate collection and inconsistent data sources.

The exchange of data will be enhanced through the development of a user-friendly platform to highlight impact and outcomes more effectively for statewide initiatives associated with Key Performance Indicators (KPIs) and performance metrics. State agencies will follow a consistent process to standardize and submit their data to a central location so it can be used in analyses and visualizations. The outputs will reveal new insights, and highlight strategies that can make programs even more effective, while showcasing measurable progress. By creating a more user-friendly interface, the platform will make it easier for State agencies to engage with communities and communicate how they are serving the people of Maryland.

2. Advance data literacy to foster a statewide data-driven culture

OED will launch the Maryland Data Academy: a comprehensive data literacy initiative to provide executives, operational managers, and data professionals with the training, guides, and tools necessary to improve data awareness and comprehension, and effectively leverage data in their decision-making processes.

Key components of the program include:

- **Education:** Providing curated training courses, workshops, and certifications tailored to the specific needs of employees at all skill levels.
- **Engagement:** Building a community of data-literate employees through initiatives such as newsletters, lunch-and-learns, hackathons, and spotlight interviews with data champions.
- **Enablement:** Establishing a central resource hub with data assets such as tipsheets, news articles, and flashcards to support ongoing learning and development.

Under this initiative, OED will create a centralized home to access a wealth of information, for cohort-style and asynchronous learning, including articles, tutorials, self-assessments, exercises, videos, a data glossary, tools, and prepared content to empower State employees to maximize the value of data to advance mission priorities. The resource hub will include dedicated content to enhance data privacy and responsible use knowledge and proper application practices by State employees, including clarifying the identification of PI, how to handle PI, and how to comply with State data privacy regulations. As part of the Data Academy site, OED will also build out a Data Community of Practice that will support employee engagement, collaboration, knowledge sharing, and innovation.

Additionally, under the Data Academy initiative, OED will develop learning pathways for a variety of roles, skill levels, and agency needs, informed by an annual statewide data skills assessment. By assessing performance against 12 key competencies, this individual skills assessment empowers State employees with insights into their strengths, weaknesses, and growth potential, guiding them towards customized learning pathways for advancement and career development.

3. Support agencies in maturing their data programs

To establish a baseline standard for responsible data practices across agencies, OED is driving adoption of statewide policies on data governance, sharing, and use. Ensuring all agencies participate in this common framework is the first rung of data maturity. Building upon that, OED will also offer staffing and tools that enhance agency data capabilities.

In FY26, OED is exploring an Agency Data Officer (ADO)-as-a-Service program that embeds talented data professionals within State agencies to enhance data-driven decision-making and performance management. An initial cohort of three to four mid-career professional fellows will be embedded with ADO for 12-18 months, with the goal of elevating data maturity, translating data insights into actionable recommendations, implementing new processes, and recommending operational changes. OED will explore making this program a service offering starting in FY27, to support agencies on an ongoing basis with starting or maturing their internal data programs.

OED is also expanding its offerings to deliver a suite of tools and services to support ADOs, building their capacity to support their agencies.

4. Foster open data access and engagement

OED is committed to making data more accessible, engaging, and actionable through open data access and the power of storytelling. Since the Maryland Open Data Act was passed in 2014, we have worked with State Agencies to ensure that all public data is shared in a machine readable way and released to the public in ways that make the data easy to find, accessible, and usable. In the coming years, OED is focused on enhancing data quality and accessibility on the Open Data Portal. This portal provides transparency so businesses, residents, visitors, and civil servants can use State data to aid their decision-making. The open data portal lets the public identify, analyze, visualize, and export over 1,000 data sets. Available content is constantly being updated to reflect current needs and priorities, such as sharing information about environmental compliance and inspections conducted throughout the State or active power outages, consolidating data from multiple provider sources into a single location. Looking ahead, key areas of focus in open data include:

- Continuing to deliver high quality data by implementing a new data quality evaluation process to ensure accuracy and reliability, along with enhancing

metadata to provide comprehensive context and understanding of the datasets.

- Promoting standard data management practices by strengthening data governance frameworks to ensure consistent and responsible data handling, while also highlighting and celebrating successful data management initiatives to encourage broader adoption of best practices across agencies.

- Enhancing data literacy across all audiences by building data confidence among the public, enabling them to effectively use and interpret open data, as well as offering targeted training programs designed to meet the diverse needs of different user groups, from government staff to community organizations.

- Strengthening data culture through deepened community connections and engagement by clearly mapping out the data ecosystem to demonstrate how various stakeholders interact with and benefit from open data, while also renewing local engagement initiatives to ensure that data efforts are directly addressing community needs and having a tangible impact.

- Building partnerships and expertise by fostering collaboration and coordination through the Open Data Council, which serves as a central hub for data initiatives, and launching a Community of Practice to facilitate knowledge sharing and peer learning among data professionals and enthusiasts.

By transforming raw datasets into compelling narratives, OED helps government leaders, policymakers, and the public better understand and leverage data for informed decision-making. Key efforts in data storytelling include:

- **Developing clear, impactful messaging:** OED works closely with agencies to craft data narratives that highlight key insights, trends, and policy implications in an accessible and engaging way.

- **Visualizing data for greater understanding:** Through interactive dashboards, infographics, and reports, OED enhances the presentation of complex data, making it easier for audiences to grasp and apply.

- **Bridging data and public engagement:** By integrating data storytelling into public outreach efforts, OED ensures that Marylanders can see the real-world impact of data-driven initiatives, fostering transparency and trust.

- **Training and capacity building:** OED provides training and resources to equip State employees with the skills needed to translate data into stories that drive action.

These efforts reinforce Maryland's commitment to a data-driven culture by ensuring that insights are not just available but also meaningful and actionable for decision-makers and communities alike.

Digital Experience

The Office of Digital Experience (ODE) includes the MITDP Oversight Division (MOD) and the Maryland Digital Service (MDDS). The purpose of ODE is to provide oversight, leadership, and support modern software development practices that transform our approach to technology.

MDDS was established in 2024 to create user-focused digital experiences to build trust in government, lower service costs, and support agencies in achieving their key objectives. MDDS brings new skill sets to the State, with a deep focus on user experience and service design, information architecture, content design and plain language, accessibility, product management, and engineering. MDDS supports State agencies in delivering on their missions by helping them implement well-designed and human-centered digital experiences. This not only improves the experience for residents but also improves the experience for agency staff, decreasing the cost of serving Maryland residents.

Historically, our State agencies' technology projects – like so many across the country - have struggled to make meaningful progress. They take a long time, are frequently expensive to build and maintain, and they are not designed based on the needs of staff or residents, impeding the State's ability to deliver core services to the public and operate efficiently. A number of root causes drive this underperformance:

- A "technology-centric" approach that prioritizes implementing systems instead of thinking of technology as part of a larger service delivery solution.

- Lengthy requirements-gathering phases that lack sufficient user research, validation, and prioritization.
- Long contract terms leading to outdated deliverables.
- Over-reliance on vendors with limited agency involvement or leadership.
- Lack of user testing and iterative development, resulting in high-risk "big bang" launches.
- Insufficient investment in systems over time, leading to systems that don't support programs effectively and require expensive, high-risk "modernization projects."

To overcome these challenges, Maryland needs to fully adopt modern technology best practices, including human-centered design, iterative development, and product (versus project-based) management. This transition requires bringing in new types of roles and skills; changing how we design, build, and update systems; and evolving our oversight, performance management, funding, and staffing approaches.

Objectives

- **Support agencies in delivering technology that works:** Bolster agency technology capacity to design and implement technology projects successfully, pairing accountability with assistance

- **Shifting the State to a product-based, user-centered approach:** Reorient towards accountability for outcomes (delivering a technology solution that works for users and helps agencies deliver on their missions) versus completing process milestones

- **Improve the public's interactions with Maryland government:** Redesign forms with improved processes to make it easier for Marylanders to complete transactions online, get status updates, and shorten processing time

- **Make websites easy to navigate:** Enable Marylanders to find the information they need, in plain language they understand

- **Ensure accessibility:** Design and build websites and digital services that are accessible to everyone, including those with disabilities

Initiatives

1. Set and reinforce new MITDP standards and requirements

MOD is undertaking a significant reform of the standards and requirements for MITDPs in order to ensure our policies and oversight practices are driving and reinforcing technology development practices that lead to successful service delivery. These changes include:

- **New MITDP determination requirements and process:** Projects will be required to complete a new process prior to moving forward as an MITDP and securing funding. All projects will be required to have a clear problem statement, success criteria, definition of done, user personas, and other assets to ensure the project is set up for success.

- **New project definition requirements:** All existing MITDPs will also be required to meet the same standards as new projects requesting designation and money, including a clear problem statement, success criteria, definition of done, and user personas.

- **New personnel requirements:** All MITDPs will be required to have a qualified technical product manager, technical lead, user experience lead, delivery manager, and quality assurance lead. The previous requirement to have a project manager and business analyst will be eliminated. Depending on the size, phase, and complexity of the MITDP, one person may fill multiple of these roles, as long as they are qualified to do so.

- **New development activities:** All MITDPs will be required to use modern development practices proven to reduce risk and deliver functional software, including human-centered service and user experience design, rapid learn-design-test-develop-test cycles, frequent releases, prioritized backlogs, modern architectures and tools, continuous integration / continuous deployment pipelines, security testing, and more.

- **New oversight engagement model:** MOD will change the criteria used to assess projects' trajectory and success and the methods used to collect data, to ensure oversight practices are enforcing successful behaviors. This is likely to include quarterly or monthly meetings to review each project's plans for

the upcoming month or quarter and their performance against the last plan, walk through their feature roadmap, and review project financials.

MOD is intentionally taking an iterative and consultative approach to these changes to ensure that the new requirements are having the positive impact we intend across agencies and projects, not creating chaos and busywork. These plans will be adjusted as MOD implements them and gathers data on their efficacy.

2. Support agencies in adopting effective technology practices

MDDS helps State agencies deliver on their missions by providing human-centered digital experiences, improving efficiency and processing, and increasing trust in Maryland's government by improving access to digital services, leading to reduced costs associated with service delivery. MDDS is providing centralized support models to address the gaps in agency technology expertise and ensure the most efficient and effective use of public funds in a manner that delivers successful project implementation.

In FY26, DoIT will pilot a new operating model that includes embedding technical leadership teams on a subset of the highest-priority MITDPs and establishing a discovery team to provide short-term support for agencies at key moments in their projects. Some of these team costs will be reimbursed by agencies (shifting budget now used on contractor project management resources) while others will be covered by DoIT. Based on the results of these pilots and available resources, DoIT will seek to expand these activities in future years.

- **Directly staffing core leadership teams to a small initial pilot of MITDPs** These new teams will include a Technical Product Manager, Technical Lead / Architect, and User Experience Lead. Depending on the phase of the project, staff may also include QA Lead and Delivery Manager. The staff will be hired by MDDS as contractual hires and deployed to agency projects, dual reporting to MDDS and agency leadership. Through a charter agreed upon and signed by agency leadership, these roles should have the authority and access to communicate

with the highest levels of agency leadership as necessary. This new core leadership team will be responsible for establishing more effective, iterative development practices on their projects and determining the contract, staffing, and funding modifications necessary for the project to reach best performance.

- **Establishing a "discovery team" within MOD**
  This team will include Technical Product Managers, Technical Leads, and User Experience Specialists. The team will be deployed to projects for short periods of time to help them understand what business problem they are trying to solve, what successfully solving that problem looks like, who their users are, and other details that are vital for a successful project. This team will support these discovery activities for both new projects applying for MITDP status and existing MITDPs that need support to meet the new project definition requirements.

In addition to the short-term direct staffing that MDDS will provide to agencies to support their technology project success, MDDS will also work with agencies to build in-house capacity for the long-term. Agencies and program owners must take greater ownership of the digital tools & platforms they use, and must hire and train these new technical skillsets in-house – product management, user experience, engineering, and technical business ownership. Maryland must reduce its reliance on vendors for major technology decisions and build internal capacity to improve delivery. MDDS will support agencies in developing this bench of expertise, and will also hold agencies accountable for progress. Ultimately, agency leadership is responsible for their agency's service delivery – whether unemployment benefits or professional licenses - and they must be accountable for all of the factors that contribute to those outcomes, including their technology systems. MDDS stands ready to help each leader build capacity and drive the project-to-product culture change.

3. Improve IT project visibility and reporting

DoIT and the legislature need better visibility into the status and progress of MITDPs. Historically, oversight of projects has been based on a waterfall approach: tracking the progress of projects through a series of steps and requirements, building towards "completion." In the future, DoIT will work with the legislature to refine our tracking approach to more accurately capture progress towards meeting user needs and making iterative updates.

Additionally, DoIT will establish an MITDP project dashboard to provide greater visibility on project statuses.

4. Deliver a great user experience across our websites and digital platforms

MDDS is working with agencies to transform State websites and digital experiences to be more user-centered and improve accessibility for people with disabilities, making it easier for all Marylanders to access the information and services they rely on across State programs. Currently, over 800 Maryland websites and over 400,000 artifacts (documents, individual pages) provide information, services, and benefits to the over 6M residents and employers in the State. This fragmentation makes it hard for people to find the right information, creates cybersecurity vulnerabilities, and is challenging for the State to keep updated and accessible. Moreover, according to the Centers for Disease Control, Maryland is home to over one million individuals with disabilities, a number that continues to grow. Recognizing this, ODE has made accessibility one of its top priorities, ensuring that no one is left behind in our digital age - and that everyone benefits from more usable websites and applications. These efforts will make critical services easy to find, understand, apply for, and use; make Maryland greener by digitizing paper-based forms; and increase Maryland's economic competitiveness by making it easier for residents and companies to do business with the State.

As digital grows as the primary channel for public interaction, the need to design and develop websites and digital services that better meet the public's expectation for high quality digital experiences only becomes more urgent. State digital experiences should be user centered, simple, inclusive, accessible, and secure by default. Shifting our website approach to a user-driven lens means asking the questions - Why are people coming here? What are their questions? What do they need? We start with understanding people's needs and challenges.

One major area of focus is reducing the fragmentation of the State's web and digital landscape. This starts by creating a better front door for information and services at Maryland.gov. This site must be current, aligned to user needs, and should help constituents navigate critical information, services and benefits across Maryland State websites. The new architecture will provide constituents with transparent information on topics that cut across agencies (i.e. benefits, licensing & permitting) and seamlessly connect constituents to informational

websites and interactive platforms to engage with State services. MDDS is using web analytics data to understand the most in-demand and most impactful services, and working with the agencies that manage those websites on targeted improvements to their content and architecture. MDDS is also helping agencies redesign and migrate websites to a new centralized and secure content management system (CMS) platform. The current CMS platform that hosts over 100 agency websites is starting to be retired in 2026, after which time it will be ineligible to receive support of any kind, including security updates. This migration will simplify and fortify the cybersecurity landscape and also decrease long-term operating costs.

Another area of focus for web transformation is improving the accessibility of our websites and services for people using assistive technology. Federal rules from the United States Department of Justice (DOJ) require State and local governments to ensure that their online services are accessible to individuals with disabilities by April 24, 2026. This directive necessitates immediate action toward enhancing the digital accessibility and usability of our websites, web applications, and mobile apps in compliance with the updated federal guidelines. Failure to invest in digital accessibility may result in potential litigation risks, and more importantly makes it harder for Marylanders who need our help the most to access government information and services.

5. Digitize and improve core government transactions

Marylanders transact with nearly 1300 State permits, licenses, and certifications, many of which rely on paper transmission and manual processes. Many forms represent paths to creating new businesses, professional licensing, or construction and therefore directly contribute to economic mobility for Maryland. Marylanders often struggle to navigate these applications, which have unclear language, redundant questions, slow feedback timelines, and opaque status updates. This lack of cohesive experience leads to confusion, incorrect data collected when questions are unclear, high call volumes for clarification and guidance, and costly and time-consuming escalations. This is preventable; we can improve efficiency and increase transparency by leveraging user research and service design approaches to overhaul forms and processes, starting with the experience of the applicant, not the technology.

MDDS is beginning this applicant-centered process transformation in FY26

through user research and several agency pilots, with the hope to scale in future years as resources are available:

- **Permitting & Licensing Pilot:** Focus on a small set of prioritized professional licenses for near term improvement and future scaling. Initial projects will identify similarities across permitting and licensing efforts, improve application processes for both Marylanders and State employees, reduce processing time, and promote community-building across agencies doing similar work to share lessons learned.

- **Maryland Web Design System:** Maryland applications and forms have different user experiences, which makes it harder for constituents to use them. MDDS is designing and building a shared framework of components that are accessible, mobile friendly, and provide a consistent user experience. This design system will accelerate development and ensure new solutions are accessible.

- **Plain Language Initiative:** We need to meet people where they are by using simple and clear language that answers questions and provides direction. ODE is building plain language tools and resources to help agencies more consistently use plain language, and providing additional support to 2-3 agencies through targeted pilots.

Infrastructure

The Office of Infrastructure owns and operates a statewide fiber network, public safety radio system, and cloud and data center infrastructure, delivering critical services that enhance State agency service delivery, strengthen public safety, enable centralization, and drive cost savings. Maryland agencies need access to reliable broadband services and public safety connectivity to effectively serve their constituents and ensure that no one is left behind. These agencies need scalable and flexible IT infrastructure solutions that can seamlessly access essential applications and resources, while first responders require a dependable statewide radio system to effectively respond to incidents across Maryland and the national capital region.

DoIT's Office of Infrastructure stands out as one of the few State agencies in the nation to own and operate a statewide fiber network and public safety radio

system. The Office manages networkMaryland™, a 3,300-mile high-speed fiber network supporting over 170 State agencies, and MDFiRST, a mission-critical radio system serving over 31,000 first responders. Its Cloud and Data Center team delivers secure, scalable IT solutions, ensuring Maryland's infrastructure remains reliable, innovative, and responsive to the state's evolving needs, all while enhancing service delivery, strengthening public safety and promoting cost optimization. Whether for colocation services, disaster recovery, managed hosting or public cloud services, our hosted data centers are connected to deliver hybrid IT flexibility through secure, and carrier-neutral connectivity and direct connections to cloud providers. The Office also manages the Resource Sharing Program, a critical program that facilitates public-private partnerships and drives revenue generation to support the State's digital infrastructure priorities. This program plays a key role in offsetting costs of infrastructure modernization by generating recurring revenue and securing in-kind contributions from private partners.

The Office also leads the newly-formed Digital Infrastructure Group (DIG). DIG is a centralized planning body that coordinates the development and deployment of broadband infrastructure among Maryland State and county entities. DIG is a first-of-its-kind statewide group focused on centralizing dialogue and infrastructure planning, governance, and coordination across State agencies and county partners to optimize digital infrastructure investments. DIG is advancing a shared broadband infrastructure strategy to maximize public value through data-driven investments and coordinated planning. By focusing on budget efficiency, resiliency, unified asset mapping, revenue generation, and strategic partnership, DIG is:

- Strengthening the reliability and resiliency of critical infrastructure;
- Driving consistent policy and governance across shared assets;
- Creating a statewide, unified view of broadband opportunities;
- Maximizing revenue through public-private partnerships;
- Promoting cross-agency collaboration for smarter, more responsive impact.

This holistic approach and strategy positions DIG as a national model for statewide digital infrastructure planning and execution.

Objectives

- **Maintain reliable public safety IT infrastructure:** Provide public safety agency users with reliable, secure, statewide, interoperable infrastructure during emergencies and day-to-day operations.

- **Provide high-quality services to agencies:** Improve agency IT experience by implementing core enterprise cloud and data center services and network connectivity throughout the executive branch that allow our government customers to serve Marylanders more efficiently and effectively.

- **Deliver reliable, cost-effective broadband connectivity across Maryland:** Provide high speed, reliable broadband connectivity and advance infrastructure to better connect all Marylanders to opportunities and each other, including State and local governments, and community anchor institutions. Maintain networkMaryland™'s highly cost effective service delivery model that provides $90M in annual cost savings to the state. Continuously upgrade our service across the network, ensuring high speed services reach our full network.

- **Secure and sustain our infrastructure:** Maintain rigorous security practices and services to safeguard our statewide IT infrastructure against evolving threats. Planfully and proactively upgrade our hardware to maintain assets and replace them before end of life.

- **Improve financial predictability and self-reliance:** Transition to more predictable, self-reliant and sustainable funding models. This shift supports long-term infrastructure as enduring assets, reduces reliance on annual budget cycles, and de-risks critical, statewide projects from short term economic pressures.

Initiatives

The Office of Infrastructure's initiatives focus on bolstering resilience, capacity, cost optimization, and autonomy.

1. Roll out Disaster Recovery-as-a-Service (DRaaS)

Starting in FY26, the Office of Infrastructure is rolling out Disaster Recovery-as-a-Service (DRaaS). This offering will be available to all enterprise agencies as a reimbursable service. DoIT is undertaking efforts to improve its disaster recovery posture to facilitate greater resilience, reliability and continuity of operations for all of the agencies and coordinating offices it supports. The primary goal of enhancing DoIT's resilience posture by instituting a DRaaS

solution will be to add geographic diversification from regional disruptions by separating its production and DR environments. Next, this solution will allow for greatly enhanced recovery time objectives and recovery point objectives. It will allow for orchestrated recoveries from hosting hardware which will provide the ability to recover assets in minutes-to-hours as opposed to days. Additionally, implementing a modernized DRaaS solution will help reduce operational costs by approximately $2.8M over the course of three years.

2. Improve and expand last mile connectivity to un(der)served communities

The Office of Infrastructure will expand connectivity to un(der)served areas, reduce costs to operate, and improve reliability of last mile services. The office has developed a multi-source funding strategy - spanning federal grants, capital expense budgets, operating expense annual budget, and resource sharing agreements - to fund connectivity migration. The transition will shift last mile connectivity from legacy leased services to state-owned fiber or a commodity service. This shift will save Maryland money and offer higher speed broadband connectivity, and significantly improve reliability. Specifically, this expansion will save Maryland $2M per year in operating expenses, reduce the State's dependency on low bandwidth and legacy copper leased circuits (bolstering speed and reliability) and address gaps in last mile connectivity – particularly in rural areas of the state. Once completed, this will construct and expand fiber infrastructure to ~ 65 un(der)served community anchor institutions (CAIs) and improve services for over 300 CAIs on leased and legacy last mile services.

3. Launch and embed the Digital Infrastructure Group

By the end of 2025, the Office of Infrastructure will fully launch the Digital Infrastructure Group (DIG), which will allow for planning and coordination of broadband expansion to significantly improve efficiency of planning across agencies and levels of government. DIG will also establish Maryland's "Single View" - a single GIS platform that will aggregate broadband inventory assets from multiple levels of government and agencies into a shared view. The platform will promote awareness of current assets and future plans, allowing for more intentional partnerships between agencies and reducing redundancies and fragmentation. These partnerships and consolidated views will enable a single public investment to serve multiple State needs across Transportation Variables, Vertical Assets, Community Anchor Institutions and Community Needs. This "Goldilocks" approach breaks down siloed digital infrastructure

efforts, enabling coordinated, cost-effective deployment while fostering public-private partnerships to accelerate impact and investment.

4. Harden the state's network security and firewalls

The Office of Infrastructure is in the process of modernizing the state's firewall infrastructure by transitioning from its legacy platform to next-generation and firewall-as-a-service. This upgrade will significantly enhance the state's cybersecurity posture, improve overall network performance and better align with ongoing digital transformation initiatives. As part of the modernization, firewall traffic load will be distributed across multiple high availability pairs, introducing built-in redundancy. This reduces the reliance on a single piece of hardware for the entire enterprise, instead spreading the workload across several firewall pairs. The result is a 100% reduction in planned outage risk and a more resilient system for managing unplanned events. This architecture strengthens service continuity and positions DoIT to scale easily, including the planned onboarding of up to 30 additional agencies. Additionally, DoIT established an Enterprise Agreement (EA) with its firewall vendor in 2025, projected to save over $2.6M over three years. This agreement will also provide other State agencies the opportunity to centralize under the EA, enabling them to achieve 20-40% savings on their firewall renewal costs.

5. Building capacity and resiliency in our network

DoIT is upgrading equipment throughout the network to establish a 100Gbps foundation that will provide a baseline level of high-speed broadband access to all State customers. These upgrades are critical to keeping up with rising demand for higher and higher broadband speeds and reliability, especially as State agencies rely more on cloud services, video conferencing and other bandwidth intensive applications. By distributing high-capacity connections more deeply into each county and ensuring each region has redundant paths to the core network, these projects improve both resiliency and speed while keeping costs down. The long-term goal is to make 10Gbps broadband the standard at all on-net (State owned fiber) connected facilities, with the ability to scale up even further without major future equipment upgrades. This ensures that as agencies modernize their services and operations,

networkMaryland™ will continue to support their growth without delays or limitations.

6. Strengthen and sustain MD FiRST

The Office of Infrastructure is undertaking a multi-faceted effort to strengthen and expand MD FiRST's public safety communications infrastructure. Key initiatives include the continued migration from legacy copper last mile connectivity to fiber optic cable infrastructure, a 15-year platform replacement capital plan, and ongoing tower network expansion, targeting approximately 30 new tower sites by FY30 to improve coverage and capacity for first responders. The Office is also enhancing system resiliency through the deployment of georedundant prime sites and fiber backhaul projects to ensure high availability and disaster recovery capabilities.

7. Strengthening the performance of core operations

The Office of Infrastructure is advancing its organizational maturity through a comprehensive realignment of IT operations and service delivery. By insourcing key functions and restructuring the balance between day-to-day operations and project-based work, the Office of Infrastructure is creating a more agile and responsive service model. This approach enables more focused performance management, improved accountability and better alignment with DoIT's strategic objectives. To further support continuous quality improvement and a better customer experience, the Office of Infrastructure is implementing new last mile service delivery options and developing offerings that align with agency-specific needs. These efforts are backed by standardized infrastructure agreements, enterprise technology standards and updated policies that promote consistency and interoperability across the state. New consumption-based service models and rate structures are being introduced to improve budget transparency, optimize resource use and offer agencies more flexible, cost-effective solutions. By driving innovation in operations and technology solutions and prioritizing customer-centric services, DoIT is ensuring that its technology strategy not only supports current demands but is also built to scale with the future needs of the state.

8. Maximizing revenue opportunities through the Resource Share program

The Office of Infrastructure is launching an initiative to maximize resource

sharing opportunities to their fullest extent. The Office recognizes the State's current success and future sustainability is reliant upon strengthening partnerships with Federal, State, County and private industry partners in order to build the best and most resilient network infrastructure for the benefit of all Marylanders. The effort includes maintaining transparent and technically grounded policies and developing a process for State agencies to request tower remediation funds to better facilitate public and private partnerships, while ensuring safety and operational efficiency. The initiative will require streamlining decision-making, eliminating inconsistent and overly restrictive language from leases and Memorandums of Understanding (MOUs) and related practices to ensure clarity, consistency, fairness and alignment with statewide goals. By implementing competitive and market-friendly resource share frameworks by all State partners, the State aims to retain and optimize occupancy and reduce the taxpayer burden through increased lease revenues and cost sharing with our private industry partners. As part of the State's resource sharing program, when engaging with third-party fiber optic network owners, the Office will prioritize securing fiber assets. For new project builds where State infrastructure needs align with those of external partners, the primary objective will be to obtain long-term fiber access. Revenue opportunities will be considered after potential fiber acquisitions have been fully evaluated. This initiative promotes long-term asset sustainability and revenue growth by strengthening the commercial viability of state-owned towers and fiber infrastructure, while reducing reliance on taxpayer funding.

Maryland Benefits

As of July 2025, DoIT is now the home of Maryland Benefits (formerly known as MD THINK). Maryland Benefits moved to DoIT from the Department of Human Services effective FY26. The Maryland Benefits platform is the State's largest IT asset and helps over 1.3 million Marylanders per year access critical benefits and services.

Maryland Benefits offers a human-centered, one-stop digital benefits access experience where residents can learn about benefits and services, sign up, access benefits, stay enrolled, and renew coverage. The platform centers on the beneficiary experience, offering them portals and dashboards to apply for many benefits in one place, access status updates, take actions to use their benefits, and be able to share data only once and have it used across multiple

agencies and programs. This integrated front and back end provides a better beneficiary experience than navigating multiple separate application forms and benefit management portals, and faster processing by caseworkers who do not have to review the same information multiple times. Maryland Benefits offers the technology backbone to host this collaboration, as well as the joint development team that has been making many updates and improvements to the new system - with additional programs joining the common application and renewal functions coming to the platform in FY26. Maryland Benefits also provides integrated access to advanced technologies like robotic process automation, routine automation, and self-serve chatbots that speed up back-end operations - a valuable shared service that helps agencies better meet their clients' needs in a fast, cost-effective manner.

Underlying the Maryland Benefits work is a platform that delivers cloud services to the State and a suite of offerings to support agency technology innovation, collaboration, and development. We are in the process of launching this as an internal offering to help State agencies operate more effectively by providing the technology backbone to streamline program operations, break down data sharing barriers, and boost agency productivity. Enhancements in data visualization, business intelligence, and the onboarding of additional agencies to the platform will provide agencies even more valuable data tools and services.

Objectives

- **Facilitate agency collaborations:** Host interagency technology projects with shared assets, governance, and development teams, facilitating collaboration and providing a long-term home for interagency efforts

- **Support agency technical development:** Provide a mechanism for agencies to quickly have access to environments to deploy or develop applications in an automated fashion, including both the technical architecture and environment, and technical teams to do the work

- **Provide strong backbone services:** Deliver agencies a strong long-term home for hosted applications, including best in class services and practices, compliant with all standards, with experienced teams to manage delivery, and consistent, repeatable practices that provide economies of scale and learning over time.

- **Accelerate agency innovation:** Turbo-charge agency technology innovation by providing technology, methodologies, and teams to help test out cutting edge solutions. Give them sandboxes to develop new approaches, and assist them in scaling from early proofs of concept to wider use.

Initiatives

1. Update platform services and functionality

The Maryland Benefits team is adding significant new automation, AI, and self-service tools to the platform, improving functionality for users. These changes will make it easier for agency users to select what types of support they would like for their applications, and provide an on-demand Platform as a Service. It will also include more robust access to enterprise services, based on agency needs, and tailored to the tools they are using. One of the most significant areas of new functionality is additional AI features, such as coding assistance, that will allow users to more easily innovate and code their own applications.

2. Refine Maryland Benefits Roadmap for Enterprise Applications

The Maryland Benefits platform currently has several enterprise-wide applications that will be operated under DoIT, including a Customer 360 for user profiles, Eligibility and Enrollment for determining benefits access, and as of July 2025, “One Application” - a single application experience to help Marylanders apply for Medicaid, SNAP, WIC, TANF and OHEP at the same time from a phone, laptop, or computer. DoIT and the Maryland Benefits Subcabinet will work together to refine the roadmap for more enterprise applications, build on One Application, and address the implications of recent changes to federal requirements on benefits administered from the Maryland Benefits platform.

3. Integrate and Deduplicate Operations

Maryland Benefits has some functions that overlap with DoIT’s, including platform services, data services, cybersecurity, digital services, and intakes. As DoIT integrates the former MD THINK into its operations and charts a path forward for the most effective model, DoIT will need to assess the overlapping lines of effort and determine where functions should be consolidated or combined, how to delineate and retain separate teams with differentiated missions or offerings, and how to merge processes for streamlined operations.

Long term, the goal is for Maryland Benefits to focus on tools, platforms, and services that facilitate innovation and interagency collaboration. Further, DoIT and the Maryland Benefits team will focus on expanding the platform offering to more agencies, along with services that were not previously part of the DoIT offerings, including DevOps as a Service and Automation as a Service. DoIT will also evolve the platform offerings and operations to accompany this expansion in customer base, for example building out customer relationship management with all agencies, expanded feedback structures, and a process to identify any new service and functionalities that might be prioritized to serve the new agency clients.

Example: Expanding and streamlining access to benefits for Marylanders

In July 2025, Maryland Benefits launched One Application, a mobile-friendly tool that will help millions of Marylanders apply for vital benefits in a single application. One Application is a mobile-friendly, accessible tool to apply for Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Women, Infants, Children (WIC), and Energy Assistance (OHEP) benefits all at once - in minutes - from a computer or smartphone, rather than driving between State offices and waiting in long lines to complete lengthy separate applications. On average, One Application takes 28 minutes to complete.

One Application can be found on Maryland Benefits, formerly known as MD THINK, the State of Maryland's online benefits access platform, which serves over 1.3 million Marylanders with online access to critical benefits.

To access the Maryland Benefits One Application, visit Marylandbenefits.gov.

Operations

The Office of Business Operations (OBO), led by the Chief Operating Officer, serves as DoIT's backbone, providing a structure that keeps DoIT efficient, responsive, and financially sound through several teams including fiscal services, strategic sourcing, central project management, compliance, and the portfolio office.

DoIT provides a wide variety of vital technology services to State government

and the general public. These services enable Maryland's government to be more secure, productive, and accessible. OBO helps make DoIT successful in serving its agency clients and providing central services across State government. The Portfolio Office, housed within the OBO, serves as a liaison between DoIT and its partner State agencies, helping them find and utilize services that help them accomplish their missions. The Central Project Management Office helps ensure the on-time, on-budget, successful implementation of priority projects from across DoIT.

Objectives

- **Foster efficient, transparent, fiscally responsible management:** Deliver cost-effective products and services to DoIT and its customers, leveraging economies of scale, collective purchasing power, and procurement expertise.

- **Deliver exemplary customer service to agencies:** Help agencies secure the equipment, licenses, software, and services they need to deliver on their missions, rapidly, transparently, with low compliance and access burden. Ensure that offerings meet agency needs now, and evolve to meet future needs.

- **Sustain and promote public trust:** Foster a culture of compliance through the development, implementation and monitoring of well-structured, risk-based and approachable programs based in law and best practice. Ensure consistency across DoIT and agencies in observing these foundational principles.

Initiatives

1. Reform Intake and procurement approach to support centralization

The State needs to evolve its current approach to intake and interagency technology procurement to better consolidate and rationalize its technology footprint. Currently DoIT maintains a service catalog of common tools and licenses needed by agencies, and when agencies seek to buy those tools, they are encouraged to use the existing contracts or platforms. However, DoIT and the Department of General Services (DGS) lack clear mechanisms to track patterns of emerging needs that don't match existing shared contracts, so if 10

agencies start to need the same tool that is not in DoIT's catalog today, they may all establish their own contracts. Furthermore, procurement is not always oriented around functionality and use cases, so agencies seeking a particular tool may be told to embark on a new procurement because what they asked for is not currently in the State's portfolio, unaware that their need could be met by an existing vendor or homegrown product with some minor modifications or a slightly different use of existing functionality. And when DoIT lacks visibility into things agencies are building in house or doing through task orders on existing contracts, further opportunities for consolidation may be missed. We also have more opportunity to create a marketplace for tools that do not require complex procurement, easing agency burden.

OBO, through the Intakes process and Portfolio Officers' relationship with agencies, and its strategic sourcing and IT procurement teams, has the right expertise and organizational location to resolve these challenges. OBO will work with DGS and agencies to identify opportunities for better information sharing and understanding of agency needs, and develop an improved intake and procurement workflow that supports effective centralization.

Additionally, OBO will be working more broadly to adjust management of the service catalog and DoIT central services offered to agencies to ensure that the portfolio supports agencies. As DoIT realigns its approach away from the enterprise/non-enterprise binary service offering model to allow agencies to assemble more bespoke packages of support, DoIT will need new ways of working to match agencies with relevant services and establish mandatory baselines. While each of the teams across DoIT will be responsible for setting the service offerings, pricing, and mandatory baselines for their services, OBO will ensure consistency and coordinate implementation. As part of the continuous service catalog refresh process that OBO leads, the team will maintain the updated service list, required versus optional service designations, and SLAs. Through the Intake process, OBO will also play a critical role in thoughtful centralization by guiding the consolidation of redundant agency products and services. OBO will work with agencies to identify common needs and source tools that meet those needs, including through development of new centralized contracts and licenses, and working with teams across DoIT to develop new products when needed.

OBO will also work with agencies to clearly communicate the changes and

support them as they transition to the new model. OBO will also track progress of the transition, feedback from agencies on their experience with centralization, and revise and adapt approaches to ensure it is delivering the flexibility, efficiency, economies of scale, and interoperability that it was intended to produce.

2. Mature agency pricing models and transparency

As a cost-reimburseable service provider to agencies, DoIT seeks to ensure that costs are predictable and transparent to its customers. DoIT has adopted the widely-used Technology Business Management (TBM) cost allocation model for DoIT shared IT services. DoIT, in collaboration with the DBM, maintains a financial schedule for all IT services. This approach provides agencies with full transparency into the costs associated with each service they are being provided. Transparency provides many benefits, and is a powerful tool for applying the economic forces of supply and demand to IT. Cost transparency helps IT leaders optimize cost and business demand. Operational transparency, or revealing one's operating processes to units that receive services from DoIT, can lead to improved satisfaction and speed of service. Transparency empowers IT leaders and their stakeholders to make decisions, backed up with defensible data.

In the coming years, OBO will mature its pricing approach, further developing a centralized framework for tracking and managing IT costs. Maturation of the framework will encompass budgeting, forecasting, rate determination, cost transparency, and demand planning. This will aid DoIT in optimizing the technology spend, streamlining planning processes and accelerating decision-making. DoIT will help agencies improve their IT planning and budgeting practices, and identify areas for internal improvement through service optimization, reducing duplication, improving transparency, and aligning IT with business goals and strategic plans. This data-driven approach to IT financial management and decision making is key to ensuring fiscally responsible management of IT resources.

3. Develop strategic sourcing capabilities

OBO is building out its pre-procurement consulting function, shifting from a focus on process compliance and contracts administration to engage earlier and more strategically with customers, helping them design an acquisition strategy

that will deliver the results they need. To effectuate this transition, OBO will:

- Develop the talent needed for procurement and strategic advising, complementing existing team strengths in contract administration. OBO will look to revise job duties, responsibilities and time allocation to shift towards new priority activities; incentivize training, professional development, and certifications that build new skillsets; and provide opportunities for industry outreach and engagement to expose staff to new areas and knowledge.

- Ensure individual and team accountability for results. OBO will create stronger accountability throughout the procurement process, clarifying responsibilities for each team member across steps and processes, and analyzing staff-level performance data to measure success. The Strategic Sourcing team will also hold itself accountable for delivering great results for their clients - the contracting officer and end users - ensuring the contract works well, not just complies with legal and procedural requirements. In order to collect this performance data, OBO will need to update technology and data systems used for monitoring.

- Shift from reactive to proactive. As part of serving contracting customers as strategic advisors, OBO will seek to proactively monitor and support procurement needs across the lifecycle. For example, OBO will actively track contract lengths and timelines so it can work with clients to develop re-procurement strategies proactively as they near the end of contract periods, rather than scrambling to renew a contract that is close to expiration.

- Develop a supply chain strategy for resources by strengthening the current framework to provide visibility into the process for continuity of services throughout the contract lifecycle. Establish performance-based contract management that builds relationships. Issue scorecards during contract performance, providing accountability and transparency for both parties' bilateral and unilateral performance. Scorecards will track performance against each contract's terms and conditions, as well as prompt payment for the prime contractor and subcontractor when applicable.

- Create an outreach program that builds supplier relationships in the technology industry. This program will facilitate ongoing value-add communications, and bolster the formation of partnerships.

- Establish a technical procurement team staffed with procurement experts with experience in technology and agile procurements. The team will be responsible for creating new procurement templates, materials, and approaches that encourage and enable cost-efficient and effective technology procurements. In addition, the team may draft, review, and provide feedback on technical services procurements. The team will be particularly focused on providing procurement support to MITDPs, but will be available across projects.

4. Launch a comprehensive compliance program

Develop and launch a comprehensive compliance program to drive consistency throughout DoIT and agencies. The program will encompass compliance policies and procedures, program oversight, education and communications, reporting and investigation, internal and third party monitoring and auditing, enforcement, response, and prevention. The program will also include well-designed internal controls and processes that promote a strong culture of compliance from line staff through management.

Fundamental to developing a proactive approach to risk management is to ensure employees and third-parties understand their ethical and legal obligations, as outlined in a Code of Ethics and contracts, which are supported through training and an environment in which misconduct can be reported without fear of retaliation. In FY26 and FY27, the program will develop a reporting mechanism that protects confidentiality and an investigative process designed to be effective, efficient and comprehensive.

Additionally, the compliance program will develop a process through which third party monitoring and internal audits surface areas of non-compliance and, in collaboration with management and contract monitors, prioritize areas for performance improvement. In order to achieve and sustain compliance, ongoing monitoring of and communication about performance improvement metrics will occur. To deter non-compliance, enforcement mechanisms will be designed to promote a culture of compliance in fair and equitable ways.

Platforms and Client Services

The Office of Enterprise Platforms & Client Services (OEPCS) manages and

improves the State's IT hardware and online platforms that help Maryland's modern State workforce stay connected, productive and secure. The office also provides IT technical support to DoIT's partner agencies through its Service Desk services, ensuring problems are addressed quickly and that partner agencies are informed of any planned software updates and unplanned disruptions.

An integral service component of DoIT's Client Services program, the DoIT Service Desk serves as a critical touchpoint for State of Maryland agencies, employees, and citizens accessing State digital services. The Service Desk is a 24x7x365 operation and serves as the primary point of contact for IT incidents and service requests, handling over 120,000 end user interactions per year.

Objectives

- **Deliver reliable, effective tools for State workers:** Ensure State employees have the shared hardware and software tools needed to do their jobs efficiently, reliably, and securely. Maintain and improve offerings over time to maintain service levels and deliver improved functionality as technology advances.

- **Prevent and address technical support issues quickly:** Proactively maintain systems to prevent issues before they emerge; provide rapid resolutions to resolve user- and system-level issues; deliver excellent customer service through the helpdesk.

- **Improve and enhance end user experience:** Decrease call-wait times; improve speed of response, escalation, and ticket resolution times; create a seamless and omnichannel experience by providing consistent and convenient support across multiple channels (phone, email, chat, self-service, virtual agents); employ an efficient and data-driven operation by optimizing workflows, automating repetitive tasks, and utilizing data analytics for continuous improvement; improve delivery and availability of self-service capabilities; improve early identification and reporting of major incidents; improve response and escalation times to critical system and service outages for public safety agencies.

Initiatives

1. Consolidate to an enterprise statewide messaging and collaboration platform

The most significant upcoming Platforms initiative is the transition to a consolidated single software ecosystem for most of our collaboration, productivity, telephony and security tools. Migration to this consolidated enterprise licensing structure will create more consistency and seamless integration across products, reduce costs by consolidating licenses, and reduce reliance on specialized contractors.

In addition to savings achieved by consolidating software licenses for productivity, we expect additional savings to DoIT's Enterprise Platform teams. A major challenge with running the current enterprise environment is fewer native capabilities, particularly for identity and access management, email security, information protection, data analytics, and communications. As a result, each of those capabilities require third-party solutions that DoIT must identify, procure, engineer and manage. Consolidating to a new platform with a greater array of native capabilities will eliminate redundant solutions, simplify IT management, and enhance protections for the digital worker. Moving away from the specialized third-party solutions will also reduce the need for specialized staff to support those applications. For example, the new platform includes integrated cybersecurity products in a consolidated ecosystem that will allow us to sunset myriad bespoke products that are not only more expensive, but demand specialized, costly skillsets that are also harder to crosstrain staff in. In the case where gaps need to be filled to address needed capabilities to support the integrity of operations, deployed solutions will be selected that have tight integrations into core systems to ensure efficiency and ease of use.

The transition will include not only cybersecurity tools like full deployment of Endpoint Detection against malware and phishing attempts, but also Identity and Access Management, and Mobile Device Management. The Mobile Device Management tool will greatly improve the State's capability to deploy endpoint detection to devices without user intervention, reducing the risk of improper installation and providing greater coverage of security tools. This will significantly enhance the State's mobile device cybersecurity posture, securing mobile devices State employees use to communicate and advancing cross-

platform data loss prevention capabilities to prevent sensitive information exposure to outside parties. Status of user mobile device security will be tightly integrated into IT service management (ITSM) systems to automate deployment, thus reducing exposure and time to deployment. Further, the new platform will include a seamlessly integrated voice product that will allow DoIT to retire legacy VOIP solutions and modernize our telephony infrastructure. The new platform will also include new data tools that allow all users to create, view, and share sophisticated data-driven visualizations.

2. Modernize service desk operations

DoIT is undertaking a significant service desk operations modernization effort to improve timeliness, responsiveness, and user experience. As part of the modernization, DoIT is re-procuring its helpdesk services and updating the platform, ensuring DoIT has access to the vendor's systems and real-time data, evolving processes, expanding automation, and streamlining workflows within the platform. The new platform will include improvements that boost system efficiency while reducing technical debt, ensuring scalability, and standardizing best practices. The team will also enhance the Configuration Management Database by implementing industry best practices, data management and quality initiatives, and modernization through integrations with additional data sources.

Additionally, the upgrades will pave the way for future capabilities, including AI integration, enhanced operational agility, and maximizing the value and utilization of the SaaS platform. A major area of focus for new functionality is in self-service tools, including new user-friendly interfaces and expanded chatbot and virtual agents. Together, these will enable easy browsing and requesting of services or products provided by DoIT, and help users resolve their own issues. Expanded self-help reduces the number of tickets, which will allow the service desk staff to respond faster to those with more significant support needs. The new initiative will also provide DoIT direct access to the systems and real-time data tracking on the service desk performance (which historically has been only available to the service desk vendor, impeding DoIT's insight into backlogs and performance problems). The live view of the call center and ticketing will allow DoIT to better hold the vendor accountable, ultimately delivering better service levels to agency customers. At the same time, DoIT is updating and refreshing the helpdesk knowledge base, which will ensure helpdesk agents can provide better resolutions for end users.

3. Digitize asset management

DoIT recently migrated asset management from manual to digital storage, integrated with the central IT asset management platform. This move will improve accuracy, efficiency, scalability, and allow DoIT to leverage platform capabilities across the full asset lifecycle. The modernization of these systems will allow DoIT and other State agencies to end their reliance on physical accounting of IT assets by leveraging existing tools to validate asset status. This initiative will save the State a significant amount of time and expense; where these activities now take months to achieve, it will soon take days. With the records now digitized, DoIT will be able to manage device assignment and asset locations electronically. This gives DoIT more real time visibility and reporting capabilities. For example, DoIT will be able to track assets that have been disposed of, and tie POs and purchase records to assets for better controls. These improved capabilities will not only help DoIT better produce required information for audit and oversight purposes, but also assists with planning and visibility into scheduled device replacement.

4. Lighten asset footprints

As DoIT seeks to reduce investment in physical infrastructure and risk of loss or theft, it is exploring a shift to virtual machines. Currently, most employees statewide have large asset footprints, including a laptop, desktop, docking station, multiple monitors, and other peripherals. While some staff need that level of equipment, others may be able to perform their jobs just as well with a lower specification machine using a virtual desktop. This lighter-weight approach would be cheaper to deploy and maintain, with fewer security risks.

DoIT is piloting two different virtual desktops offerings to assess their performance in FY26, and will look to expand the program across DoIT and agencies in future years, based on the results of the pilot.

5. Streamline and update backbone shared systems

DoIT is undertaking a significant streamlining of the shared systems provided to agencies for financial, accounting, procurement, reporting, and database management. Many of these systems are quite old, with overlapping reporting tools, poor UI/UX, and gaps in functionality. In the coming years, DoIT will improve these services, providing better experiences and lower costs for agencies.

First, the Platforms Office will understand the utilization and user needs for the core DoIT-managed systems. As part of this assessment, DoIT will identify where functionality and needs overlap across those systems, and assess opportunities to streamline those platforms and update them to ensure they offer the full suite of capabilities agencies need. DoIT will also review opportunities to incorporate new technologies into these systems, such as AI and automation modules, that can reduce manual work and provide enhanced services. Based on these assessments, in FY27 DoIT will produce a roadmap for modernization that may include expanded functionality, consolidation, or migration, and begin transitioning systems in FY28. Alongside the system updates, DoIT will also improve consistency of how the systems are used and governed, refreshing the SOPs and establishing new SOPs aligned with the latest procedures and system changes. This effort will help not only improve the current systems, but also ready Maryland to adopt new systems that may be needed for the future.

Conclusion

We have made huge strides as a State in the last few years in building our technology foundations. We have significantly grown our expert leadership, added new teams in critical specialties, and started important culture and strategic orientation shifts towards centering modern technology practices in everything we do, solving user problems - not building new IT systems, consolidating and rationalizing our portfolio, and serving the whole state, not just State agencies. This has created a strong baseline from which we can take the next step in the coming years to push even further. By FY28, DoIT is committed to making substantial investments in bolstering agency technology talent and leadership, further evolving our centralization approach to offer more interagency shared services and return control and expertise over bespoke systems to agencies, and further expanding our mission to serve the public and broader state. These changes will make government more responsive to the needs of the public for information and services, will give agencies more control and ownership over the critical systems they use to run government, and will allow our State to more effectively combat childhood poverty, unlock economic opportunity, and leave no one behind.

DoIT is committed to making substantial investments in bolstering agency technology talent and leadership, evolving our centralization approach to offer more interagency shared services and return control and expertise over bespoke systems to agencies, and further expanding our mission to serve the public and broader state.

How we measure success

As we move forward, we commit to rigorously tracking our progress and ensuring that our work is having the intended outcomes and upholding our values. We have established the following key performance indicators (KPIs) to hold ourselves accountable for each guiding principle. Going forward, we intend to update our Managing for Results performance indicators to match these measurements, so we can have one common set of metrics to track progress.

Change is not going to come overnight, but that makes it all the more important to measure our performance along the way and ensure we are headed in the right direction.

Values

Accessible

- Digital government products (websites, applications) are accessible to those using assistive technology
- Content (websites, letters, brochures, etc.) is written in plain language and at an appropriate reading level for the intended audience, and available in users' preferred language
- State community anchor institutions (CAIs) have access to broadband speeds of at least 100Mbps/100Mbps

Customer-centered

- Initiatives are grounded in an understanding of user needs - through data analysis and direct user feedback
- Agencies are satisfied with the services DoIT offers, based on regular feedback and listening sessions
- Helpdesk incidents are resolved within service level agreement (SLA)-defined response times based on priority levels

Secure

- DoIT cybersecurity services uptime
- Number of security breaches per year by category
- Number of agencies fully utilizing DoIT cybersecurity services
- Level of local engagement and support provided to local governments
- Number of State information systems covered by DoIT's GRC program

Efficient

- Cost savings achieved or time saved through DoIT supported projects
- Number of redundant services or vendor contracts consolidated, and cost savings seen from consolidations; future unnecessary, duplicative, or

redundant projects avoided
- Cost savings achieved for customers through networkMaryland™

Forward-looking

- Adoption rates and satisfaction scores for prioritized technologies, “enabled” use cases, and emerging technology projects
- Number of emerging technologies Proofs of Concept completed and put into production
- Statewide staff participating in AI literacy and other innovation-related training programs

Outcome-focused

- Service availability for critical infrastructure at SLA levels, including during and after all change implementations
- Broadband and public safety infrastructure are consistently and proactively upgraded
- Rate of new agency onboarding and existing agency utilization of Maryland Benefits

Capacity-building

- Number of embedded technical staff and technical leadership within agencies to enable agencies to be better consumers of technology products and services (embedded or from DoIT)
- Share of State staff trained in technical skills, including modern data and analytics tools, accessibility, plain language, cybersecurity
- Reduction in agency technical debt and system redundancy

Point of Contact: Patrick Mulford
patrick.mulford@maryland.gov