

Web Leads monthly meeting

September 16, 2025

Welcome and kickoff

Marcy Jacobs - marcy.jacobs@maryland.gov

Agenda

- Maryland web transformation updates
- Agency migration roadmap
- Accessibility update
- CX measurement pilot update
- Spotlight: Code for America recap*

* Time allowing

MDDS / DoIT Presenters

- Marcy Jacobs: DoIT Dep. Sec., CDXO
- Andrew Drummond: Dir., Accessibility
- Andrew White: Information Architect
- Bao-Tran Nguyen: UX Designer
- David Holmes: Sr. Dir., Engineering
- Hilary Shutak: MEWS Pgm. Mgr.
- Jeffrey Pass: Sr. Dir., Web Experience
- Syed Azeem: Dir., Platforms

Guest Presenters

- Lullabot:
 - Laura Donelan: Sr. Technical Proj. Mgr.
 - Brenna Love: Sr. Technical Proj. Mgr.
 - Farrah Yoo: UI Designer

Maryland web transformation updates

MDDS:

- Hilary Shutak -
hilary.shutak@maryland.gov
- Andrew White -
andrew.white1@maryland.gov
- Jeffrey Pass -
jeffrey.pass@maryland.gov

Lullabot:

- Brenna Love -
brenna.love@lullabot.com
- Laura Donelan -
laura.donelan@lullabot.com
- Farrah Yoo -
farrah.yoo@lullabot.com

Maryland.gov overview and roadmap

Gov. Moore charged us with [transforming Maryland's digital experience to meet the needs of residents](#): strengthen cybersecurity, reduce cost, make sites user-centered and accessible.

1. We are building a **new Drupal content management system** (CMS) to support Maryland.gov and agency sites.
2. The first Drupal site, [Maryland.gov](#) will launch at the end of this CY followed by a few smaller MD agency sites
3. DoIT hosts 100+ sites that need to **move off of SharePoint and WordPress** plus many more non-DoIT-hosted Maryland sites on various CMSes

Today we'll review and discuss **Maryland.gov and agency website designs** and discuss the **high-level roadmap** for site migrations

Milestones and progress

- Core Drupal solution available and staggered migrations beginning this Fall/Winter
- New Maryland.gov launching late in Q2 of FY 26
- Initial agency sites (3-5) launching this Winter

Roadmap by the #s

- 14 site migrations in pre-flight
- 19 sites kicked off or kicking off in Q1 and Q2 of FY 26
- 19 sites kicking off in Q3 and Q4 of FY 26
- Discussions underway with 5 agencies with the largest sites (or collection of sites)
- 33 sites kicking off in FY 27+
- 3-8 month migration timelines depending on size/complexity (average of 3-4 months)

Maryland.gov + agency designs

[Figma designs](#)

How did we arrive at this design?

The design and features of the Maryland Drupal Template are based on:

- In depth review of existing agency sites to understand design, content, and functionality needs
- Research-backed accessibility and usability guidance
- State government web design best practices, in use by Iowa, Georgia, Massachusetts, and others

What are we looking to accomplish?

In 2024, Governor Moore charged the Maryland Digital Service (MDDS) with ensuring state websites are user centered, accessible, secure and cost efficient.

Earlier this year, the Maryland General Assembly passed HB738, legislation intended to reduce the redundancy and complexity of state websites.

To achieve these goals in the Maryland Drupal Template, we must **balance site customization and template flexibility.**

Making the case for flexibility

A flexible website template provides:

- Freedom to keep sites fresh and exciting, when new programs and services are offered
- Opportunity to tell your own story
- Ability to highlight content of all types and lengths, recognizing agency's unique needs
- Visual touches to help distinguish your site from “just another government agency”

Making the case for standardization

A standardized website template provides:

- Cohesive look and feel across Maryland agency sites, reassuring visitors that they are on a state website
- Consistency in layout and how pages work, meaning less confusion, lower costs
- Design and features that meet accessibility requirements
- A more secure, more reliable and easier to maintain platform, meaning fewer issues for your teams

Balancing flexibility and standardization

Identical template for all agencies

- No visual freedom
- Prescriptive layouts
- Little to no content flexibility
- No opportunity to make the site “yours”
- Easily maintained
- Clear, consistent experience for visitors

Maryland Drupal Template

- Some visual freedom
- Highly flexible page builder experience
- Complete content flexibility
- Modern design and features
- Many opportunities to make the site “yours”
- Easily maintained
- Clear, consistent experience for visitors

Custom design per agency

- Complete visual freedom
- Unique layout from site to site
- Complete content flexibility
- All opportunities to make the site “yours”
- Very difficult and expensive to maintain
- Inconsistent and confusing experience for visitors across sites

More
standardized

More flexible

“Trust has to be **earned every time**.
Digital services can’t assume it.

Trust is about understanding and meeting or exceeding expectations, a process that can be established quickly and maintained over continued interactions **but is easily damaged.**”

—USWDS Design Principles

Maryland Web Color Palette

Drawing upon influences from the Maryland flag, landscape and flora, MDDS created the Maryland Web [color palette](#). The new Drupal templates use this palette to ensure your website:

- Feels distinctly Maryland
- Meets accessibility requirements
- Avoids usability issues where red or yellow implies danger or warning
- Follows research-backed web design best practices



Primary



Secondary



Accent
Warm



Accent Cool



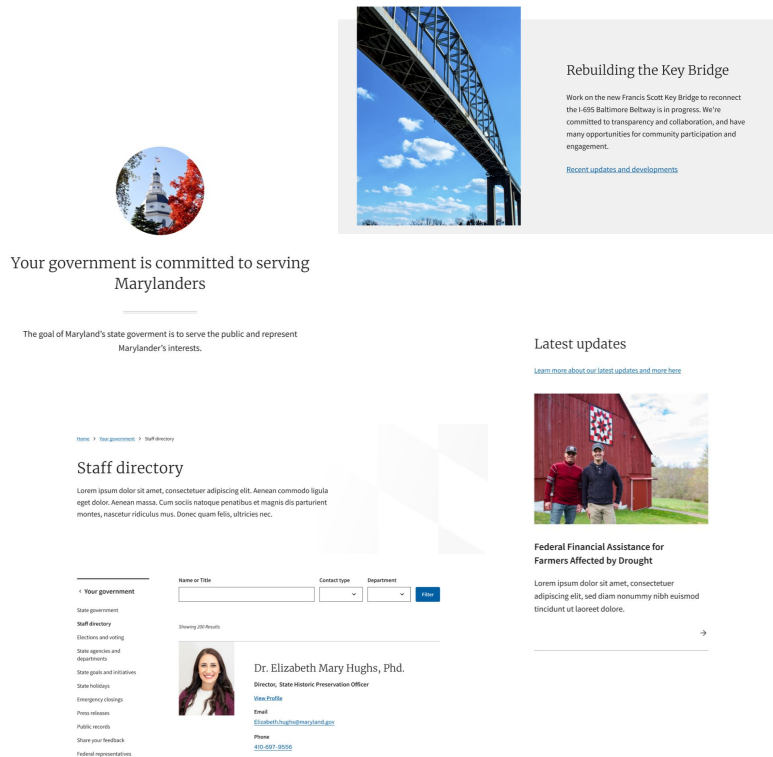
"Base"



Text

Making the website your own

- Your agency's content is the best way to make your site feel distinctly yours, taking advantage of all that's offered in Drupal.
- The template will give you the flexibility to build pages as you wish, either highly visual or more text focused. Your new site will include:
 - A modern design to easily highlight photos and video
 - Robust library of page features
 - Dynamic search and filters
 - Your agency's logo on the homepage
 - Automatic feeds of press releases
 - Consistent layouts for news, contacts, events and other content



Example features

What comes next?

This is only the beginning.

As more agencies migrate to Drupal, we will expand the platform with new features and more flexibility. Potential additions include:

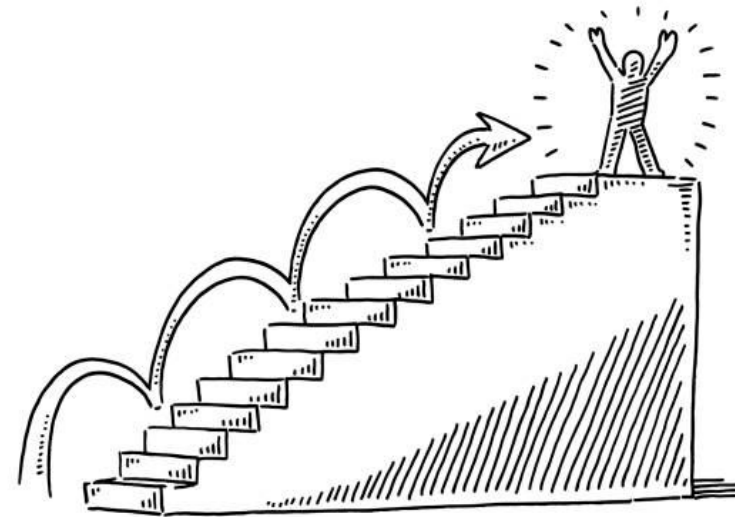
- Additional color palette theme options
- Robust forms
- Data visualization
- ...and more

We're excited to **partner with your teams** for requests for enhancements.

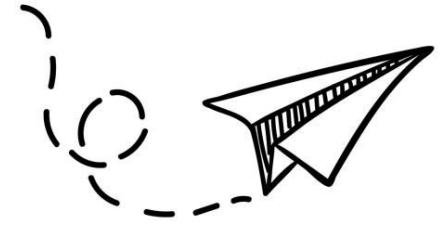
Questions and discussion

Migration Roadmap: Site Prioritization Factors

- **Security Risk:** sites with identified security vulnerabilities on the current platform
- **Business Criticality:** sites most critical to core business operations or revenue generation
- **Technical Complexity:** sites with lower technical complexity and fewer dependencies to gain momentum and test the new platform
- **Traffic Volume:** high-traffic sites to ensure a smooth transition and minimize potential disruption to a large user base
- **User Impact:** sites with a broad and active user base
- **Agency readiness:** agencies must partner with MDDS to support content and architecture reviews and edits to migration of content



Migration Roadmap: Sites in Flight



Q1/2 Kickoffs (Jul-Dec '25)*

- Maryland.gov
- Commission on Civil Rights
- Department of Service and Civic Innovation
 - Governor's Office of Service and Volunteerism
- Department of Information Technology
- Department of Juvenile Services
- Department of Veterans and Military Families
- Governor's Sites:
 - Office of the Governor
 - Office of Performance Improvement
- Maryland Department of State Police
- Maryland Department of Transportation Motor Vehicle Administration
- Maryland Historical Trust
- Maryland Mortgage Program
- Maryland State Library Agency
- Office of the State Fire Marshal
- Prescription Drug Affordability Board
- Property Tax Assessment Appeals Boards
- Public Employee Relations Board

Q3/4 Kickoffs (Jan-Jun '26)*

- Accountability & Implementation Board
- Alcohol, Tobacco, and Cannabis Commission
- Department of Aging
- Department of Assessments and Taxation
- Department of Social Equity and Economic Mobility:
 - Office of Social Equity
 - Governor's Office of Small, Minority, & Women Business Affairs
- Governor's Sites:
 - Office of Innovation
 - Office for Children
 - Office of the Deaf & Hard of Hearing
 - Grants Office
 - Appointments Office
 - Office of Community Initiatives
 - Office of Crime Prevention and Policy
 - Maryland Open Data Portal
 - Office of Overdose Response
- Maryland Cannabis Administration
- Maryland Center for School Safety
- Maryland Energy Administration
- Office of the Attorney General

*Schedule may change based on ongoing discussions with agencies

Quarters estimate when migration workshops will begin. Pre-migration prep is beginning now!

Migration Roadmap: Large Sites in Scheduling

Q2/3/4 Kickoffs (Oct '25-Jun '26)*

- Maryland State Department of Education
 - Maryland High Quality Instructional Materials
 - Teach Maryland
 - Division of Rehabilitation Services
 - Blueprint for Maryland's Future
 - Maryland Strategic Plan
 - Maryland Higher Education Commission - Student Success With Less Debt
- Maryland Department of Health
 - Carroll County Health Department
 - Health Services Cost Review Commission
 - Nurse Support Program
- Department of General Services
 - Maryland Capitol Police
 - Office of State Procurement
- Department of Budget and Management
- Department of Environment



*Schedule may change based on ongoing discussions with agencies
Quarters estimate when migration workshops will begin. Pre-migration prep is beginning now!

Migration Roadmap: Sites in Scheduling (Cont.)

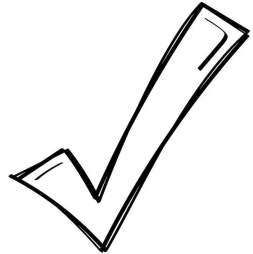
Q Kickoff TBD*

- Active Assailant Interdisciplinary Work Group
- African American History and Culture
- Banneker-Douglass-Tubman Museum
- Board of Contract Appeals
- Cruise Maryland
- Department of Planning
- Family and Medical Leave Insurance
- Freestate Challenge Academy
- Jefpat (Jefferson Patterson Park)
- Maryland Board of Public Works
- Maryland Census 2020
- Maryland Charity Campaign
- Maryland Correctional Enterprises
- Maryland Department of Agriculture
 - Rural Maryland Council
- Maryland Department of Emergency Management
- Maryland Department of Natural Resources
- Maryland Drug Recognition Expert
- Maryland Insurance Administration
- Maryland Military Department
 - Maryland National Guard
- Military & Community Compatibility
- Office of Administrative Hearings
- Office of the Correctional Ombudsman
- Office of Inspector General for Education
- Office of the Public Access Ombudsman
- Office of State Prosecutor
- Port Administration
- Secretary of State
 - Division of International Affairs
 - Division of State Documents
 - Maryland Thoroughbred Racetrack Operating Authority
- State Ethics Commission
- State of Maryland HB-1124 Small Business Regulations

*Schedule may change based on ongoing discussions with agencies
Quarters estimate when migration workshops will begin. Pre-migration prep is beginning now!

Migration Prep: What you can do now

- Gather your team
 - Decision makers
 - Subject matter experts
 - Content managers
- Identify successes & pain points
 - What is (and isn't) working well?
 - What feedback are you hearing through your call center and submitted forms?
- Clean up your content
 - Make edits to existing content
 - **Remediate documents for accessibility**
- Identify content (pages, files, images) that you must keep:
 - Required by law, regulation, or policy
 - Current and timely
 - Accessible
 - Unique
 - Accurate
 - Relevant
 - Receives high traffic and engagement



Questions and discussion

Accessibility update

Andrew Drummond - andrew.drummond2@maryland.gov

Stephen Polacek - stephen.polacek@maryland.gov

Electronic Document Guidance

- It is the agencies responsibility for the accessibility of the PDFs and other electronic documents on their site
- MDDS will provide the following support:
 - Office of Accessibility Community of Practice
 - Consultations to discuss strategy and approach - submit a DoIT intake ticket
 - Open Office Hours - every Friday 12:45-1:45
 - Electronic document remediation training for your agency - intake ticket

Agencies are responsible for the accessibility of their content.

Your agency (and the state) could be sued for inaccessible content after 4/24/26.
Start with removing as many files as possible that are no longer helpful or relevant.

Electronic Document Training from MDoD

- MDoD will provide the following support:
 - On-demand, asynchronous learning modules
 - Available on Workday Learning - contact us if unavailable
 - Electronic document remediation training - submit a DoIT intake ticket
 - For complex documents such as fillable PDFs
- DSCI Service Year Member Pathway - IT Accessibility
 - Go through a MDOD directed curriculum starting with document accessibility
 - Objective is to support state agency host sites with achieving ADA compliance

Agencies are responsible for the accessibility of their content.

Your agency (and the state) could be sued for inaccessible content after 4/24/26.
Start with removing as many files as possible that are no longer helpful or relevant.

Next Steps

- Proactive ROT Analysis
- Integrate accessibility (best practices) into your document content creation workflow
- Take asynchronous trainings that are available on Workday Learning
- Submit intake tickets to get synchronous training and or consultations set up for your agency
- Utilize training resources created by MDDS and MDoD
- DoIT managed sites - we will create archival pages/sections upon request
- Non-DoIT managed sites - we will provide guidance

Questions and discussion

CX Measurement Pilot

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End of Qualtrics Pilot

The Qualtrics feedback tab and pop-up box have been removed from the [60+ websites](#) where they've appeared since April. No new data is being collected (excluding deep dive participants).

We've collected:

- 16.8k responses
- Thousands of comments raging, raving, and everything in between

Curious about your data? You have until December 10 to view your data dashboard (reach out to jeffrey.pass@maryland.gov with questions).

Next steps:

- Pilot review and deliberating on how to secure a permanent CX measurement tool
- Incoming interview invites to pilot participants



Spotlight: Code for America recap

Syed Azeem - syed.azeem@maryland.gov

Code for America Summit 2025

Annual event for for technologists, public servants, and innovators to come together to:

- Share best practices
- Learn from success stories
- Connect and build networks

MDDS attendance highlights

- Learnings on similar challenges & projects
- Talent recruitment funnel
- Innovative vendor products/services



ASAP PDF

Problem

Governments have a vast collection of inaccessible PDFs on their websites (sometimes hundreds of thousands). Identifying, auditing and prioritizing remediation is a manual nightmare.

Solution

A self-hosted and open-source web tool that helps agencies audit, track and prioritize fixes to inaccessible PDFs **at scale** on their websites.

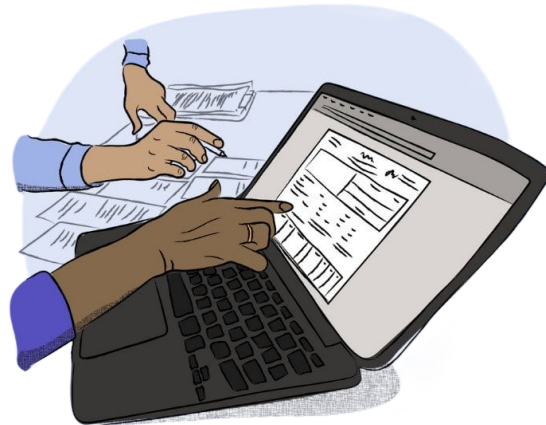
How it works

Crawls predefined URLs (e.g. maryland.gov), flagging inaccessible PDFs and enabling web content managers to take actions

- Remediate
- Remove/delete
- Archive

Excluded: Accessibility remediation

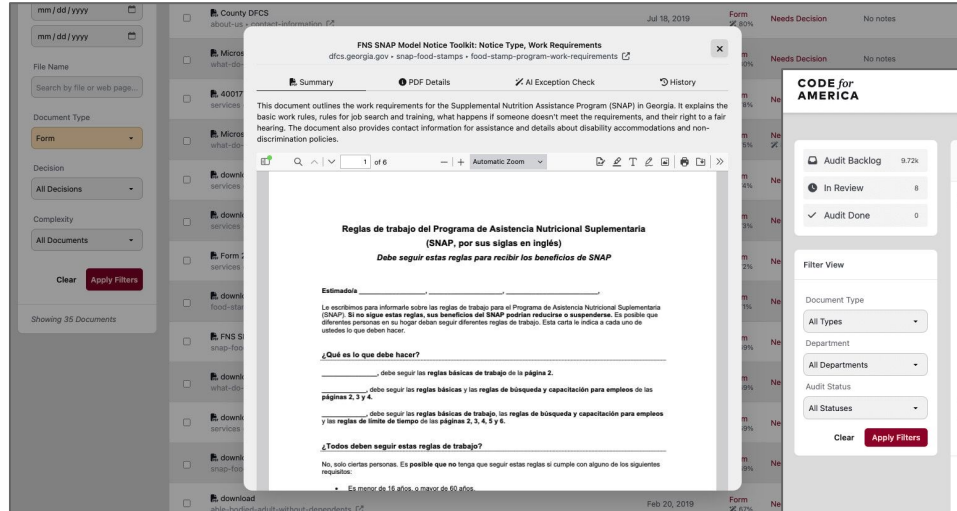
What's Next: DoIT is evaluating solution and will provide an update once evaluation is complete.



Learn More

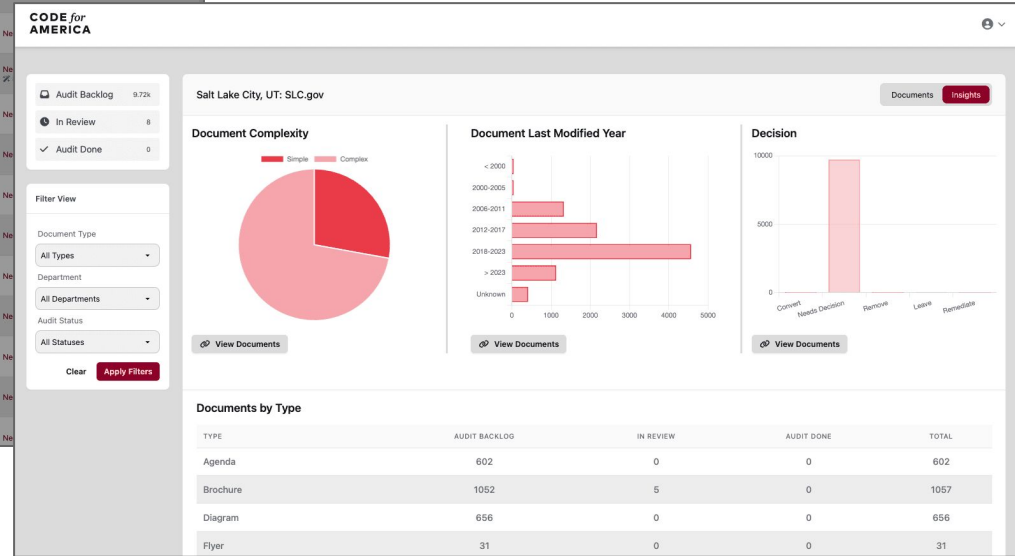
- [CfA Blog Post](#)
- [Digital Government Listing](#)
- [GitHub Repo](#)

ASAP PDF Functionality



Provides **short summaries** of PDFs so they can be quickly reviewed.

Analytics dashboard can help PDF auditors track progress.



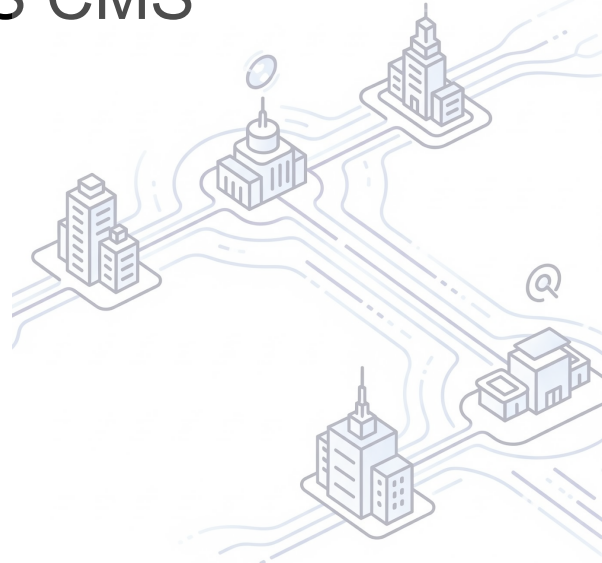
Open Source & Drupal Success from HHS CMS

Open Source Program Office (OSPO)

Defining OSS, explaining the role of an OSPO (which CMS is the first federal agency to implement), and ***dispelling myths about open source*** while identifying actual risks like over-differentiation, proliferation, and fragmentation.

Success Stories

- Drupal Complex Content Workflows
- Drupal Review and Approvals
- Drupal Visual Consistency & Accessibility
- Drupal Search (using Google Vertex AI Search)



Learn More

- [Full Slide Deck](#)
- [DSACMS GitHub](#)

Q&A and discussion

Future meeting schedule (subject to change, bold indicates in person)

Web Leads Meeting

October 14th, 12:30-2 pm (in person, Crownsville)

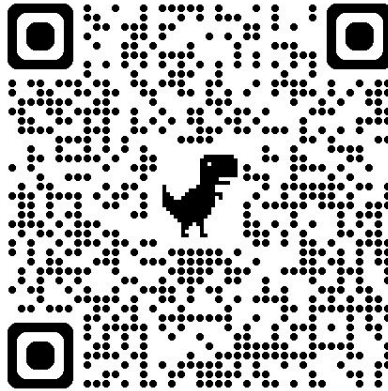
November 19th, 12:30-2 pm (virtual)

December 9th, 12:30-2 pm (in person, Crownsville)

MDDS/Web Leads Open Office Hours

October 3, 12:00 pm (virtual)

Thank you
See you October 14th (in Crownsville)
[Feedback Survey](#)



Survey link: <https://forms.gle/tiydCWBpuB1Mr6dQ9>