INDEPENDENT MODERNIZE MARYLAND COMMISSION

FINAL REPORT

February 28, 2025

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The Honorable Wes Moore
Governor, State of Maryland
Executive Department
State House
Annapolis, MD 21401

The Honorable Bill Ferguson
Senate President
State House, H-107 State House,
Annapolis, Maryland 21401

The Honorable Adrienne A. Jones
Speaker of the House of Delegates
State House, H-101 State House,
Annapolis, Maryland 21401

The Honorable Brian J. Feldman
Education, Energy, and Environment Committee
2 W Miller Senate Building,
Annapolis, MD 21401

The Honorable Guy Guzzone
Budget and Taxation Committee
3 W Miller Senate Building,
Annapolis, MD 21401

The Honorable Ben Barnes
Appropriations Committee
121 House Office Building
Annapolis, Maryland 21401

The Honorable Joseline A. Pena-Melnyk
Health and Government Operations Committee
241 House Office Building
Annapolis, Maryland 21401

The Honorable Katie Fry Hester and The Honorable Anne Kaiser
Joint Committee on Cybersecurity, Information Technology, and Biotechnology
Annapolis Maryland, 21401

Re: Report required by § 3.5-316(f) (MSAR # 14230) of the State Finance and Procurement Article

The Honorable Wes Moore, Presiding Officers, and Committee Chairs,

Pursuant to the requirements of the amended Md. Code, State Finance & Procurement Article § 3.5-316, the Modernize Maryland Oversight Commission has been renamed the Independent Modernize Maryland Commission (MMC). Its prior purpose and duties have been repealed, and the MMC is now tasked with ensuring best practices in the modernization and replacement of legacy systems. To fulfill this mandate, the MMC must:

1. Identify best practices for IT modernization and the replacement of legacy systems.
2. Provide recommendations for modernizing IT systems to the Governor, the Secretary, and the General Assembly.
3. Promote transparency in modernization efforts across state government units.
4. Annually report its findings and recommendations, in accordance with § 2–1257 of the State Government Article, to the Governor, the Secretary, the Senate Budget and Taxation Committee, the Senate Committee on Education, Energy, and the Environment, the House Appropriations Committee, the House Health and Government Operations Committee, and the Joint Committee on Cybersecurity, Information Technology, and Biotechnology.

This report highlights the advancement of Maryland's IT modernization strategy and presents 10 recommendations adopted by commission members on February 28, 2025.

The recommendations focus on four key areas:

1. Promoting diversity and inclusion throughout information technology hiring and procurement in State government.
2. Increasing consolidation and optimization of IT resources through coordination and transparency.
3. Enhancing the visibility of the Office of Security Management, specifically the Maryland Cybersecurity Operations Center.
4. Creating a collaborative entity to improve the efficiency of network resources.

We extend our gratitude to all commission members for their dedication and effort in preparing this report. We hope these recommendations will guide policy discussions during the 2025 session of the General Assembly.

For questions regarding this report, please contact us or Sara Elalamy, Interim Commission Staff, Department of Information Technology, at saram.elalamy@maryland.gov or (667) 644-1399.

Sincerely,

Patrick Mulford

Modernize Maryland Commission Chair

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Introduction

Pursuant to the requirements of the amended Md. Code, State Finance & Procurement Article § 3.5-316, the Modernize Maryland Oversight Commission has been renamed the Independent Modernize Maryland Commission (MMC). Its prior purpose and duties have been repealed, and the MMC is now tasked with ensuring best practices in the modernization and replacement of legacy systems.

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The Modernize Maryland Commission met more than eight times over a four-month period and worked closely with partners from the public and private sectors on developing recommendations focused on technology infrastructure, streamlining IT service offerings, enhancing cybersecurity, and addressing emerging challenges in digital transformation.

In this report, the Commission adopted 10 recommendations for the consideration of the Secretary of the Department of Information Technology (DoIT) and the State Chief Information Security Officer. These recommendations focus on four key areas; developing a more inclusive and standardized technology infrastructure, streamlining IT service offerings, enhancing cybersecurity, and fostering statewide collaboration to address emerging challenges in digital transformation.

1. Promoting diversity and inclusion throughout information technology hiring and procurement in State government.
2. Increasing consolidation and optimization of IT resources through coordination and transparency.
3. Enhancing the visibility of the Office of Security Management, specifically the Maryland Cybersecurity Operations Center.
4. Creating a collaborative entity to improve the efficiency of network resources.

The Maryland Department of Information Technology provides a variety of vital technology services to the Executive Branch, State Agencies, and Coordinating Offices. These services enable Maryland's government to be more secure, productive, and accessible. DoIT's strong technology assets and technical expertise help ensure that no one is left behind.

In 2024, under the leadership of Secretary Savage, DoIT witnessed robust growth, innovation, and commitment to transforming Maryland's technological landscape, ensuring secure, accessible, efficient services for State agencies and residents alike, and showcasing its expanded capabilities and impactful initiatives across various domains:

1. **AI Enablement:** Establishment of the AI subcabinet and creation of foundational AI policies. DoIT introduced free AI training for State employees, piloted AI use cases, and launched a dedicated AI enablement team. These efforts culminated in the submission of the State's first AI inventory and roadmap.
2. **Cybersecurity:** The Office of Security Management grew by 500%, enhancing its ability to address statewide threats. Key initiatives included launching "Hack the State," Maryland's first bug bounty program, and expanding local cybersecurity support to 35 jurisdictions. The team also managed a rapid and effective response to the global Crowdstrike IT outage.
3. **Data Services:** The formation of the Office of Enterprise Data under a Chief Data Officer marked significant progress in data governance. Successes included launching the nohomeforhate.gov portal, implementing data maturity assessments, and winning national awards for evidence-based policymaking and data governance.
4. **Digital Services:** The newly established Maryland Digital Service focused on accessibility and user-centric digital experiences. Achievements included implementing a comprehensive digital accessibility policy, creating plain language standards, and developing a Maryland web design system for consistent and secure digital services.
5. **Infrastructure:** DoIT expanded its digital infrastructure and innovative solutions like low-earth orbit satellite services. The MDFiRST public safety radio system added thousands of users and extended coverage to Washington, D.C.
6. **Platform Services:** The consolidation of modernized communication and collaboration systems statewide will reduce costs and increase productivity. Notable enhancements included migrating identity management systems to Okta and integrating tools like ServiceNow for improved user provisioning and configuration management.

We extend our gratitude to all commission members for their dedication and effort in preparing this report. We hope these recommendations will guide policy discussions during the 2025 session of the General Assembly.

Recommendations and Supporting Discussion

Scope of Recommendations

The Moore Miller administration is committed to promoting equitable access to technology by prioritizing diversity, equity, and inclusion (DEI) in IT hiring and procurement practices. This involves aligning processes with DEI best practices and developing policies to institutionalize equity across State agencies. Additionally, to address inefficiencies caused by fragmented IT services, the State aims to centralize operations, consolidate resources, and enhance transparency through initiatives like publicizing IT service offerings and launching dashboards for Major Information Technology Development Projects (MITDP).

Building on these efforts to improve efficiency and equity, cybersecurity has emerged as a critical priority. Centralizing operations under the Maryland Cybersecurity Operations Center (MDSOC) and Maryland Information Sharing and Analysis Center (MD-ISAC) will expand visibility, standardize protocols, and enhance collaboration to protect State systems from evolving cyber threats. At the same time, creating a centralized body to oversee IT infrastructure projects will improve coordination, reduce costs, and expand broadband and communications resources across Maryland, ensuring that all communities benefit from technological advancements.

Complementing these initiatives, modernizing IT procurement practices is vital to advancing the State's technological capabilities. Revising outdated monetary thresholds for Board of Public Works (BPW) approvals will streamline procurement processes, reduce administrative burdens, and better align practices with the fast-paced demands of IT projects. Together, these initiatives position Maryland as a leader in innovation, efficiency, and technological equity.

Recommendation 1: Promote diversity and inclusion throughout information technology hiring and procurement in State government.

The Moore Miller administration prioritizes ensuring equal access to technology across all State agencies and demographics. This includes addressing gaps in technology adoption for

underrepresented communities, rural areas, and smaller government entities. The Department of Information Technology (DoIT) has recently hired an Employee Engagement Manager who oversees hiring for the department and ensures the department is inclusive of underrepresented populations in its hiring process. It is essential that all agencies who hire and procure IT talent do so with processes that include diversity, equity, and inclusion best practices.

According to a 2022 study by the National Association of State Chief Information Officers, "The bottom line is that state IT has a workforce gap problem, and the vast majority of job seekers today view diversity and inclusion as important factors when looking for employment. Therefore, if state IT is going to recruit and retain the necessary workforce in the future, diversity and inclusion must be a priority."[1]

Equality for IT within state government means ensuring that all individuals, departments, and citizens have access to the tools, resources, and opportunities needed to succeed in an increasingly digital world. Through centralized governance, equal access to technology and training, and a commitment to diversity and inclusion, state governments can foster a more equitable digital environment that benefits everyone.

- **Recommendation 1.1** Work with the Department of Budget and Management and the Department of General Services Office of State Procurement to ensure that all hiring and procurement practices for IT are in alignment with diversity and inclusion best practices.
- **Recommendation 1.2** Develop clear policies and best practices to institutionalize equity and inclusion in IT operations across State agencies.

Recommendation 2: Increase consolidation and optimization of IT resources through coordination and transparency.

Prior to the Moore Miller administration, Maryland's IT services were often fragmented, with various agencies relying on different platforms, tools, and vendors. This fragmentation results in inefficiencies and delays in delivering critical services to citizens. The report recommends consolidating and optimizing IT services to eliminate overlap and streamline processes. This may involve centralizing IT operations, automating routine tasks, and leveraging shared service models to improve efficiency. These measures will lead to faster service delivery, reduced operational costs, and an enhanced user experience for both employees and citizens. Agencies will be able to focus on their core missions rather than duplicating IT efforts.

DoIT Secretary Katie Savage has been hiring IT leadership to move in the direction of

[1] 2022 Deloitte-NASCIO Cybersecurity Study. NASCIO. (2022, October 21). https://www.nascio.org/resource-center/resources/2022-cyber-study/

consolidation and optimization of all IT efforts across the state. Specifically, DoIT has hired Jason Silva as the new Chief Technology officer for Platform and Client Services, who will lead this consolidation effort. Silva's team will focus on consolidating duplicative software and applications to reduce costs and increase productivity for State agencies by reducing the unneeded expense of software licensing and the requirement of specialized resources to support multiple products. These activities will result in an efficient, cost-effective, converged communication and collaboration platform that is more secure and easier to manage.

In 2023, DoIT brought together information technology leaders from across agencies in the State Government to form the Information Technology Council (ITC). The ITC, which is chaired by Secretary Savage, is currently working with agencies to identify and make recommendations on how to further consolidate efforts between units of state government. The MMC applauds the coordination efforts by the ITC and recommends that it continues to work with DoIT to consolidate, optimize, and publicize statewide IT service offers.

- **Recommendation 2.1** Ensure that DoIT is working with the ITC to create a feedback mechanism for continuous improvement of service offerings.
- **Recommendation 2.2** DoIT should publicize its IT service offerings on its website.
- **Recommendation 2.3** Maryland Digital Service should work with all involved parties to develop and launch a user-friendly MITDP dashboard. This dashboard shall ensure transparency of Major Information technology Projects spending and progress.

Recommendation 3: Enhance the visibility of the Office of Security Management, specifically the Maryland Cybersecurity Operations Center.

As cyberattacks and data breaches increasingly target public institutions, strengthening cybersecurity for state and local entities has become a critical priority. Throughout all of the presentations and discussions the Commission had with outside entities, Cybersecurity was always a major component of why State IT systems are moving towards centralization. Centralizing cybersecurity in State government can improve efficiency, reduce vulnerabilities, and create a more robust defense against cyber threats.

With the mission to detect incidents in seconds, respond in minutes, and remediate in under an hour, the Maryland Security Operations Center (MDSOC) and the Maryland Information Sharing and Analysis Center (MD-ISAC) under the DoIT Office of Security Management (OSM) must be empowered to defend networks, systems, and users.

The MDSOC and MD-ISAC must have full visibility of the entire Executive Branch attack surface, including all internal and external users and systems. By leveraging integrated technologies, centralized logging, advanced threat intelligence, expert threat hunting, and highly

trained incident responders, the Maryland Government Executive Branch will be prepared to respond quickly and vigilantly to improve the State's cyber readiness and resilience.

OSM has made great progress in implementing its Cybersecurity Centralization strategy over the past year. These improvements include:

- The creation of the Director of Cyber Resilience.
- The Enhancement of Incident Response Services.
- The Establishment of a Comprehensive Statewide Asset Inventory.
- Providing Improved Training Opportunities for MDSOC Analysts.
- Creating Mass Communications Capabilities throughout State Government.

By implementing this comprehensive strategy and engaging in proactive collaboration, Maryland's Executive Branch has bolstered its cybersecurity posture, ensuring the safety and security of critical assets and information for the benefit of all citizens and organizations within the State.

There is always room for improvement in the cybersecurity space, and that includes extending visibility to all entities on NetworkMaryland. Any entities that are on the network could pose a threat to the other entities if a threat actor were to find a vulnerability and take advantage of it. The OSM has begun discussions with Non-executive branch entities who are on NetworkMaryland to find ways in which they can take advantage of the MD-SOC and MD-ISAC and further the visibility of those two centers to allow for a more holistic view of the attack surface across NetworkMaryland. The commission believes this is a good first step to expanding the visibility of MDSOC and recommends further actions to do so.

- **Recommendation 3.1** MDSOC should update and operationalize Standard Operating Procedures and Communications Plans, which will increase the probability of outside entities joining the MDSOC.
- **Recommendation 3.2** Ensure statewide adoption of centralized protocols like integrating NetworkMaryland into MDSOC.
- **Recommendation 3.3** DoIT must work with counties, school districts, and other local entities to implement multifactor authentication across their networks and what resources would be necessary to do so.

Recommendation 4: Creating a collaborative entity to improve the efficiency of network resources.

The General Assembly recognizes the importance of the Internet as the most transformative technology of modern life, a key stimulus for socioeconomic opportunity and development, and

a prerequisite for social and economic inclusion. High-quality broadband Internet services create new jobs, attract new industries, expand markets for new and existing businesses, and enable Marylanders and Maryland State Governments to better access resources and educational opportunities, facilitate healthcare services, improve digital equity initiatives, and ensure public safety.

By establishing an entity that can oversee all IT infrastructure throughout the State, agencies can better coordinate the various infrastructure projects being planned and implemented within State Government. By coordinating with this entity, DoIT will also be better able to coordinate the private sector opportunities it oversees via the Resource Sharing Agreements Program by creating a "common operating picture" of current and future wired and wireless communications, broadband, and information technology infrastructure projects within the State. The use of this entity as a collaborative body will lead to greater efficiency in project planning, which should lead to reduced expenditures and greater financial efficiencies for infrastructure projects.

- **Recommendation 4.1** Create a body in state government that will allow for the sharing and collaboration among all units of state government that have IT infrastructure projects, including wired and wireless communications.
- **Recommendation 4.2** Create a "Single View" of state-owned wired and wireless communications, broadband, and information technology infrastructure inventory, including all inground, aerial, and vertical assets.

Conclusion

As Maryland continues to advance its technological infrastructure and digital capabilities, it is essential to modernize procurement practices to align with the dynamic nature of IT projects. The MMC would like to dedicate its time in 2025 to collaborating with the public and private sector on reforming the state of Maryland's IT procurement practices. The MMC remains committed to advancing the state's IT infrastructure and service delivery mechanisms. The recommendations outlined in this report align with Maryland's vision of becoming a leader in government modernization and innovation.

More Information about the Report

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APPENDIX A SUMMARY OF STATE CIO PRESENTATIONS TO THE MODERNIZE MARYLAND COMMISSION

Prepared by Sara Elalamy, MA
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Interim Staff, Modernize Maryland Commission

Summary Harvard Kennedy School Government Performance Lab (GPL) Presentation

The August 12, 2024, presentation titled "Modernize Maryland IT Procurement" was delivered by the Government Performance Lab (GPL) of the Harvard Kennedy School to address challenges in Maryland's IT procurement processes, highlight recent progress, and outline strategies for achieving procurement excellence. Led by Charles Kargman and Rebecca Graffy, the presentation showcased GPL's expertise in government service delivery improvement, emphasizing tools, resources, and technical assistance to enhance procurement practices.

The presentation detailed the findings from Maryland's IT procurement research, initiated by the Governor's Office in collaboration with the Department of General Services (DGS) and the Department of Information Technology (DoIT). Key challenges identified included restrictive approval processes, inconsistent tracking systems like eMMA and ServiceNow, staffing shortages with unclear roles, and a lack of standardization for IT products and services. These insights were informed by stakeholder interviews and a thorough review of procurement documents.

Progress has been made through initiatives such as standardizing Request for Proposal (RFP) templates, streamlining the Small Business Reserve (SBR) program, improving Minority Business Enterprise (MBE) certification, and consolidating state agency procurement functions. Additional measures include increasing procurement thresholds to expedite approvals and launching training and apprenticeship programs to enhance procurement expertise.

The GPL recommended areas for further research, including understanding vendor challenges through surveys, conducting cycle time analyses, forecasting upcoming IT and digital purchases, and analyzing procurement policies to identify improvement opportunities. These steps aim to refine Maryland's approach to IT procurement, ensuring efficiency, inclusivity, and better service delivery.

Attendees were encouraged to join the Procurement Excellence Network (PEN), a community

providing tools, training, and coaching to advance procurement practices. The next steps from the presentation involve further discussions to pinpoint obstacles in Maryland's procurement processes and sharing best practices within the PEN network to optimize strategies.

Summary of Washington State CIO Presentation

The August 27, 2024, presentation outlined the evolution, mission, and strategic focus of Washington Technology Solutions (WaTech), the enterprise IT organization for the State of Washington. Established initially as the Department of Information Services in 1987, it was reorganized into the consolidated technology services agency in 2011. Later rebranded as WaTech in 2015, the organization underwent significant restructuring, including the creation of the State Office of Cybersecurity and the State Office of Privacy & Data Protection. In 2024, the legislature formally established WaTech's agency branding, marking a pivotal step in its development as the central IT hub for the state.

WaTech is led by a diverse leadership team, including the State Chief Information Officer (CIO), Chief Technology Officer, Chief Information Security Officer, Chief Privacy Officer, and other directors overseeing financial, operational, and strategic initiatives. The organization is committed to modernizing state IT operations, ensuring cybersecurity, and advancing privacy and data protection. By centralizing enterprise technology and streamlining processes, WaTech seeks to provide effective, secure, and innovative IT solutions for Washington's government and residents.

One of WaTech's primary focuses is service delivery transformation. It has reduced its offerings from 64 services to 13, redesigned its service catalog, and streamlined financial agreements to enhance clarity and value for its customers. WaTech supports major modernization initiatives such as the Workers' Compensation System Modernization Project and the Enterprise Health Records Program. These projects leverage user-centered design, journey mapping, and an incremental, phased approach to development to meet the needs of government agencies effectively.

Strategic initiatives emphasize the adoption of advanced technologies and improved

cybersecurity practices. WaTech has developed AI guidelines, a resident portal, and enterprise integration architecture, aiming to enhance service delivery and promote connected government. Cybersecurity efforts include the establishment of a Statewide Security Operations Center, cybersecurity awareness training, and professional development programs. These initiatives aim to bolster statewide cybersecurity capabilities while fostering collaboration between state and local governments.

WaTech is also advancing enterprise cloud computing capabilities and data management strategies. It focuses on building an enterprise data management platform, enhancing accessibility, and implementing a master person index for integrated services. Public cloud adoption, software-defined networks, and enterprise data centers are key components of WaTech's IT infrastructure modernization efforts. With a strong emphasis on accessibility, security, and innovation, WaTech strives to provide efficient and future-ready technology solutions for Washington's government and its residents.

Summary of National Association of State Procurement Officials (NASPO) Presentation

The September 16, 2024, presentation on "Modernizing Maryland IT Procurement," led by Solomon Kingston, Deputy Chief Cooperative Procurement Officer at NASPO, explored strategies for improving Maryland's IT procurement by analyzing centralized and decentralized procurement models across states. NASPO, established in 1947 to manage surplus property post-WWII, serves as a professional association for Chief Procurement Officers from all 50 states, DC, and US territories.

The presentation outlined two primary procurement models. In centralized procurement, used by 34 states, a central authority manages procurement for goods, services, and IT, with some exceptions (e.g., treasury and judiciary). Examples include Utah, where the Division of Technology Services oversees IT procurement and maintains contracts for all agencies, and Rhode Island, which operates a centralized system with a universal eProcurement platform and a statewide contracting program. Conversely, decentralized procurement, adopted by 10 states like Connecticut, allows individual agencies to manage procurement based on their expertise.

Connecticut delegates authority by purchase category, balancing flexibility with oversight.

Case studies illustrated the strengths and challenges of these models. Centralized systems, such as those in Utah and Rhode Island, offer consistency and streamlined processes but face resource limitations and staffing turnover. Decentralized systems, like Connecticut's, provide agency-specific expertise and flexibility but require robust coordination and oversight to prevent inefficiencies.

The discussion emphasized the trade-offs between centralized and decentralized procurement for Maryland's IT strategy. Centralized models promise uniformity and efficiency, while decentralized systems enable specialized agency control. Maryland's approach could benefit from balancing these attributes to optimize procurement outcomes.

Summary Alaska CIO Presentation

The September 25, 2024, presentation by Bill Smith, CIO for Alaska, outlined the state's progress in centralizing and modernizing its IT organizational structure and services. Beginning with Administrative Order 284 in 2017, the state established the Office of Information Technology (OIT) under the Department of Administration, centralizing IT and telecommunications across the executive branch. This effort was further supported by the Alaska Administrative Productivity and Excellence Project from 2019 to 2020, which evaluated and planned improvements to IT and shared services.

Alaska’s IT organizational journey involved several milestones. The creation of an enterprise service catalog aligned OIT and departmental resources with their respective "Line of Business" services. Updated IT governance structures, such as the IT Advisory Committee and Enterprise Security Advisory Group, improved decision-making. A phased migration of IT positions to OIT was partially implemented but faced challenges, including uneven departmental impacts and role uncertainty. A comprehensive current state assessment evaluated areas like governance, financial models, and service management to refine the IT framework.

Operational and technical advancements have supported this journey. Alaska shifted to a federated operating model, leveraging the delegation authority under Administrative Order 284. This approach emphasized improved service management and financial modeling to optimize IT utilization. Technical initiatives included the Rapid Cloud Migration Project, which established on-premise and cloud infrastructure and updated identity policies for both internal and external users to enhance security and access management.

Key themes of Alaska's IT transformation include a commitment to continuous improvement, with strategic policies evolving to address departmental needs and technology changes. Collaboration has been central to the journey, fostering a unified government approach through technical innovation and inter-agency cooperation.

This presentation highlighted Alaska's strategic vision for IT modernization, balancing centralized control with the flexibility to adapt to unique departmental requirements while advancing its technological and operational capabilities.

Summary of former Ohio CIO and NH CIO presentations

The October 23, 2024, presentation was convened by Patrick Mulford, Chief of Staff for Maryland's DoIT. The discussion focused on approaches to IT centralization, with insights from guest speakers experienced in state-level IT optimization.

Stu Davis, former CIO of Ohio and VP at CGI, shared his experiences in IT optimization. He emphasized improving communication and collaboration as key strategies rather than enforcing strict consolidation. Davis highlighted that Ohio managed its IT optimization without formal legislative or executive actions. The discussion also touched upon Maryland's ongoing Major Information Technology Development Projects, comparing their framework with Ohio's efforts.

Denis Goulet, the former CIO of New Hampshire, provided a contrasting perspective with his state's centralized IT model. His presentation highlighted a focus on cybersecurity, data privacy, and leveraging IT for impactful citizen services. Goulet stressed the importance of maintaining adaptability within standardized frameworks to meet diverse needs effectively. His experience

underscored the value of centralized IT systems for addressing state-specific challenges.

The subgroup discussed the implications of these insights for Maryland's Modernize Maryland Commission. Questions arose about legislative requirements and timelines for future developments. The group agreed to prepare legislative recommendations and plan for the next centralization meeting in November. The guest speakers, Davis and Goulet, expressed their willingness to provide continued guidance to Maryland's efforts.

The meeting concluded with gratitude extended to the guest speakers for their valuable contributions. Their expertise provided actionable insights for Maryland's IT modernization journey.

APPENDIX B

MODERNIZE MARYLAND COMMISSION

PARTICIPATING MEMBERS

Voting Members

Commission Chair

Patrick Mulford (Secretary Katie Savage's Designee)

Chief of Staff

Maryland Department of Information Technology

Jason Silva

Acting State Chief Information Security Officer

Maryland Department of Information Technology

Lance Cleghorn

Director of State Cyber Security

Maryland Department of Information Technology

Andrew Drummond

State Director of Accessibility

Maryland Department of Information Technology

Manoj Srivastava

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Ken Kurz

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Member, Board of Directors, Cybersecurity Association of Maryland, Inc.

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Ken Hlavacek
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Michael Piercy
Senior Advisor for Program Innovation, MD THINK, Maryland Department of Human Services

Non-voting Advisory Members

Senator Katie Fry Hester and Delegate Anne Kaiser, Co-chairs, Joint Committee on Cybersecurity, Information Technology, and Biotechnology