



State of Maryland IT Master Plan (ITMP) Fiscal Year 2018

*Prepared by the
Department of Information Technology
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Table of Contents

Table of Contents1

Message from Secretary David Garcia2

Looking Back 2014-2016.....3

 2016 Honors and Awards.....4

 September 2016 Nation’s Best State Government Website.....4

 September 2016 Best in Class4

 November 2016 Gold Davey Award.....4

Introduction.....5

Cybersecurity5

The Digital State.....6

 Modernization.....6

 Innovation & Collaboration6

Citizen Engagement6

Operational Effectiveness.....7

 Strategizing New Enterprise Initiatives/Lean-Agile Approach.....7

 Procurement Reform.....8

 Commitment to Customer Service Excellence.....8

Workforce & Talent Management.....9

 Retention & Recruitment.....9

Conclusion.....9



Message from Secretary David Garcia



Looking back on the 2015 Strategic Master Plan, we were in the infancy of creating digital government; laying a solid foundation from which to grow. However, the same tenets that shaped our direction then, shape our direction now. In order to continue to provide support for Governor Hogan's goals, we must increase our operational efficiency, strengthen the security of our information and enhance relationships across state agencies and coordinating offices. The goals and the challenges remain the same. However, the Department of Information Technology is better prepared to execute these goals than we were 2 years ago.

The Enterprise Plan provides the foundation for creating cost-effective and efficient shared services combined with data-driven decision making. Our progress in developing and implementing agile IT solutions includes 22 agencies that have joined the Enterprise, with five joining by July 2018. Moreover, as we collaborate with other agencies, we are able to increase the number of digital government services that our state provides, allowing citizens to more easily obtain government services in their daily lives.

In Fall of this year, the State of Maryland's website, maryland.gov was voted the Nation's Best State Government Website. Maryland.gov provides a gateway for more than 84 million visitors to agency websites and hundreds of timesaving digital government services, including car registration renewals, vehicle emissions, safety inspections, and business registrations. It is through these digital government services that we are best able to connect Maryland's citizens with a government that truly is here to serve them.

I expect that many of the new initiatives outlined in this plan will be underway by 2019, expanding more digital services to Maryland's citizens and creating efficient, cost-effective, methodologies and solutions across state agencies. It is an exciting, innovative time and a privilege to be serving our Governor and our citizens in this capacity.

A handwritten signature in black ink, appearing to read 'D. Garcia', written over a large, stylized circular mark.

David A. Garcia
Secretary & State CIO
The Maryland Department of Information Technology

Looking Back 2014-2016

The FY 2017 Information Technology Master Plan (ITMP) was primarily focused on developing an Enterprise Plan for the State of Maryland, with the goal of increasing efficiency and saving taxpayer dollars across multiple state agencies.

The Department of Information Technology (DoIT) started executing this plan at the start of Fiscal Year 2016 with 237 staff (including contract staff), supporting approximately 1,634 users from the Governor's office and several coordinating offices, the Department of Budget and Management (DBM), the Department of General Services (DGS), the Maryland Emergency Management Agency (MEMA), and the DoIT itself.

The first migration period ran from July 1st, 2015 through the end of calendar 2015, adding 5 staff and raising our total user count to 1,899, with the addition of several smaller agencies and offices.

The second round, which included the mid-sized agencies with a couple hundred to a couple thousand employees, began at the start of calendar 2016. Following the migration of the Maryland Department of Environment (MDE) on August 17th, 2016, the DoIT has scaled to 303 staff supporting about 6,181 users. Over time, the migration has seen a 278% increase in users with an increase in staff support of 27%.

In addition to the migration of multiple agencies into the enterprise, the Maryland Department of Information Technology implemented several new time-saving digital government services. These services exemplify the department's commitment to Governor Hogan's resolve that state IT organizations work to provide high-quality, timesaving, cost-effective services for state residents and businesses.



2016 Honors and Awards

The Maryland Department of Information Technology also received a few highly coveted, national honors this year:

September 2016 Nation's Best State Government Website

For the first time in state history, Maryland's award-winning website, Maryland.gov was named the Nation's Best State Government Website as part of the Center for Digital Government's prestigious Best of Web competition. In addition to providing a gateway to agency websites and timesaving digital government services, Maryland.gov gives agencies and visitors

access to payment processing portals, a help desk, interactive events and public meetings calendar. The citizen-centric design provides easy access to a Google site search with custom filters based on content type — pages, services, social media, publications, and even maps, allowing for a lean mobile experience with seamless expandable content for the more than 42 million mobile visitors.



September 2016 Best in Class

On the heels of being named the Nation's Best State Government Website, Maryland.gov also received the Best in Class award. This highly coveted honor, awarded by the Interactive Media Council, Inc., is given to a select government website that meets and exceeds expectations in the following categories: Content, Design, Feature Functionality, Usability, Standards Compliance & Cross-Browser Compatibility.



November 2016 Gold Davey Award

The Academy of Interactive and Visual Arts awarded Maryland.gov a 2016 Gold Davey Award in the Government Websites category. With nearly 4,000 entries from across the US and around the world, the Davey Awards honors the finest creative work from the best small agencies, firms, and companies worldwide.



Introduction

Required by legislation passed in 2008, the IT Master Plan (ITMP) charts a path forward for individual state agencies and the state Department of Information Technology as a whole to develop and execute IT projects across the state, in keeping with the Governor's priorities and key initiatives.

Following the release of the ITMP, we ask each unit of State government to submit their respective IT policies and proposals as well as an annual project plan, outlining the status of current IT related efforts. These documents should reflect the initiatives outlined in the ITMP. It is at the discretion of the Secretary of the Department of Information Technology whether to incorporate these submissions into the ITMP or return them to the agencies for revisions.

Cybersecurity

The Maryland Department of Information Technology leads the state in the implementation of cybersecurity strategies, policies and operations in preparation for response to cybersecurity events. The department is the primary resource to the State of Maryland for managed security services and the senior authority for best practices to state agencies. The department also provides guidance to state agencies, local government and public entities through memberships on executive committees and in public/private partnerships that consult on public policy and legislation.

Key components of the Maryland Department of Information Technology's cyber mission are:

- To protect and effectively monitor the security of the state's information environment
- Quickly identify, analyze and respond to security threats and incidents
- Promulgate new and better ways to improve the state's security posture
- Implement and integrate new security technologies to state Enterprise data systems
- Collaborate with the Maryland Department of Homeland Security and the Maryland Emergency Management Agency to meet cybersecurity requirements
- Assess agency programs, identify and quantify risks; develop a roadmap to protect sensitive data aligned with state agency missions
- Maximize the state's investment in security technology and resources
- Execute the Cyber Operations Components as defined by the Maryland Cyber Council

Objectives:

- Continually protect, monitor and evaluate risks to our IT environment
- Respond to evolving threats using intelligence driven solutions that focus on maximizing resource effectiveness and minimizing damage incurred
- Deliver a wide range of security architecture capabilities, systems implementation, optimizations, migrations, integrations and product selection
- Navigate complex environments and apply proven methodologies and leading practices
- Educate our state employee workforce about security risks by continually providing training programs and educational opportunities
- Recognize and advocate cybersecurity awareness throughout the state of Maryland
- Deliver a broad range of cybersecurity capabilities, from program development to regulatory and standards compliance

The Digital State

Modernization

The Maryland Department of Information Technology will advance and align legacy systems to meet the needs and expectations of our stakeholders, reduce costs, enhance security and improve citizen service delivery.

Objectives:

- Assess inventory of all current technological systems and applications across state government
- Identify outdated technology and develop a plan to either enhance or replace the technology
- Determine a strategy for prioritizing which applications and systems should be corrected first, and budget accordingly
- Create an enterprise document management system to increase efficiency and reduce waste.
- Conduct assessments on how digital government solutions can best serve Marylanders.

Innovation & Collaboration

The Maryland Department of Information Technology will transform traditional IT culture and practices by continually implementing enterprise solutions that meet the needs of our state agencies and citizenry, while establishing a framework to evaluate and prioritize opportunities.

Objectives:

- Collaborate with state agencies to assess current and future needs and solutions required.
- Identify cross-agency collaboration opportunities where Enterprise solutions can best be implemented to the benefit of all parties.
- Work with state agencies to combine access to multiple government services for our citizens, via a single portal.
- Provide added accessibility to our citizenry by continuously merging applications and processes, creating a “one stop shop” for government services.

Citizen Engagement

Perhaps now, more than ever, technology is evolving with break neck speed. Tablets and smartphones are replacing our personal computers and we have voice activated personal assistant devices, allowing us to operate much more efficiently in our work and home lives. As these technologies grow more sophisticated, so does the appetite of our citizens for digital government solutions that fit with their lifestyle. The Maryland Department of Information Technology will work diligently to promote active citizenship by creating and supporting citizen-centric solutions that are more accessible to everyone.

Objectives:

The Maryland Department of Information Technology will increase the portfolio of digital government services and solutions available to include:

- Developing new apps to increase citizen accessibility to government services
 - i.e. Destination Maryland/Tourism App, Legislative App, etc.

- Delivering more mobile services to allow for greater flexibility in accessing government services.
 - Developing mobile-first standards for the modification of existing applications and services
 - Developing a strategy for the potential support of the “Internet of Things”
 - Exploring opportunities to increase efficiency and improve service through the utilization of a mobile workforce.
- Increasing bandwidth, processing power and storage to expand the amount of data accessible to our citizens.
 - Modernizing equipment in state office buildings for higher speed; utilizing single routers

Operational Effectiveness

Strategizing New Enterprise Initiatives/Lean-Agile Approach

In an effort to consistently and successfully meet the needs of stakeholders and citizens alike, the Maryland Department of Information Technology must carefully and methodically plan new enterprise initiatives, keeping the objectives below in mind.

Objectives:

- Can multiple agencies benefit from the proposed enterprise solution?
- Does the solution utilize current resources in a more efficient and cost-effective way?
- Does the solution streamline processes, allowing for increased efficiency?
- Does the solution provide greater accessibility to government services or resources?
- Does the solution allow our citizens to connect with government in a more productive way?

The following Agile values and principles shall be applied to all enterprise IT solution implementations and will include:

- End-to-end value stream alignment over the silo mindset
 - Strategic alignment to the established Governor’s priorities, State IT Master Plan, and agency missions
 - Cross-agency collaboration and cooperation
 - Measureable, data driven decision making and prioritization
 - Optimizing the end-to- end customer experience
- Agile delivery over large batch, sequential processes
 - Cross-functional small team-based execution
 - Frequent, incremental delivery of modular solutions
 - Visibility and lean management of work in process
 - Intentional, continuous improvement through rapid learning cycles
- Modern development over outdated approaches
 - Innovation with modern technology and consideration of open source options
 - Ongoing development and technical debt management of production systems
 - Built in security, accessibility, quality, and compliance
 - Maximum integration of systems and data (with appropriate governance)

Procurement Reform

Objectives:

- The Department of IT will approve the procurement of new or replacement systems that offer the ability to operate as an agile solution.
- All incoming procurement requests will be evaluated against existing supported systems to determine if the existing system can be leveraged to provide the new required solution.
 - Requests that match existing solutions will be developed in that system.
 - Requests that do not match will have their procurements modified to allow other user groups to use the developed solution.*

** Any exceptions to this policy will need to be justified to, and approved by the DoIT Secretary.*

Commitment to Customer Service Excellence

In keeping with Governor Hogan's Customer Service Promise, the Maryland Department of Information Technology strives to provide the highest level of customer service to our internal and external customers.

The Department of Information Technology primarily serves an internal customer base comprised of State employees and contractors. Externally, we support customers with our six regional Telecommunications Access Maryland (TAM) offices. TAM provides assistive hardware and calling services to those who are Deaf, hard of hearing, late-deafened, DeafBlind, or have cognitive, mobility or speech difficulties.

Objectives:

- Improve the tracking, responsiveness and time-to-resolution of all electronic, telephone, written and in-person correspondence.
- Ensure state employees and managers continue to improve customer service skills through formal training classes and informal coaching on best practices in customer service.
- Improve the processing times of agency services to help citizens and businesses efficiently accomplish their transactions with the state.
- Increase the number of services the State provides online so that citizens and businesses can utilize self-service options, as appropriate.
- Update online publications, forms, FAQs, and pertinent information on our website so that citizens and businesses can find relevant information quickly and accurately.
- Use social media to help get the word out about services, events and news to provide citizens and businesses with information important to them.
- Analyze our business hours in order to better align them to customer needs
- Conduct focus group-type meetings with stakeholders
- Recognize top performers in our agency for professionalism and courtesy, responsiveness in resolving a customer's needs and for innovations that improve customer service

Additionally, a three question Customer Experience Survey is available on our website for citizens and businesses to provide feedback. Results are used to make improvements to services and improve customer satisfaction. Additionally, as each service ticket is resolved, the user automatically receives an

email link that provides them the opportunity to complete a 3 question customer service survey. Since its implementation in January 2016, over 900 people have responded to the survey.

- 90.56% of respondents rated the quality of service as Satisfactory or Excellent
- 92.25% rated the technician who assisted them as Satisfactory or Excellent

Workforce & Talent Management

Retention & Recruitment

IT workers have the ability to learn specialized skills and become an expert in modern, relevant technologies through mentorship, knowledge sharing and the occasional formal training opportunity. As we continue to migrate additional agencies into the enterprise, it is critical that we place an increasingly high priority on retention and recruitment efforts.

Objectives:

- Retention
 - Communicate with each current employee individually, to ensure a mutually beneficial alignment for the IT worker's career path
 - Provide on-the-job employee training opportunities applicable to the current needs of the government entity or agency
 - Create a "Re-Development" program for our existing workforce to include new opportunities for growth within the enterprise
 - Train and develop Managers to effectively mentor, coach and motivate staff
 - Use the results of Performance Evaluation Plans (PEPs) to target professional and technical development activities for our employees
- Recruitment
 - Develop an employee retention strategy, recognizing key factors in employee satisfaction
 - Regularly reward work well done and express appreciation
 - Foster creativity and ingenuity in the work environment; create an exciting environment
 - Research new opportunities for marketing job postings and openings within the agency
 - Identify retention risks, i.e. retirement of staff and turnover in critical positions
 - Host and/or participate in a Job Fair

Conclusion

The ITMP for FY 2018 embodies the principles of expanding and strengthening the Enterprise Plan, strengthening Maryland's cybersecurity platform, better managing and realigning the talent of our workforce and bringing our IT resources to a level of customer service that meets the needs of an ever-changing digital government and citizenry. We will accomplish this through an executive branch-wide adoption of these principles; incorporating the tenants therein, in order to advance the needs of Marylanders and the Governor's overall mission and goals, going forward.