



**State of Maryland  
Information Technology  
Master Plan**

**Fiscal Year 2015**

**July 2013**

## EXECUTIVE SUMMARY

It appears that many of the indicators on the economic dashboard are beginning to move from “critical” to “cautious” as state government intensely plans on how to catch up for lost time toward refreshing outdated information technology (IT) platforms and leveraging new innovations in the IT industry. While positive fiscal opportunity is hopefully in the coming tailwinds, some critical tenets will precisely steer our course. First, in the closest alignment possible with the “better choices” being made by Governor O’Malley and his administration, all IT investments must correlate to a continued practice of prudent and justified State spending, reforming government to be more efficient and effective, and making investments that focus on priorities, such as job creation, education, public safety, innovation, environment and infrastructure. Second, our core objectives of IT consolidation, interoperability and standardization are as relevant today as introduced several years ago, as we are seeing the benefits of projects borne under this credo begin to manifest themselves within our enterprise.

During this past fiscal year, we successfully accomplished numerous IT milestones over a plethora of disciplines, agencies and projects. In public safety, the wireless interoperable 700 MHz radio system project completed the first phase of implementation, which allowed hundreds of public safety officers from multiple agencies along the I-95 corridor to communicate effectively “on the air.” Also within the sphere of public safety, a new statewide computer-aided dispatch/records management system was successfully launched at two State Police barracks on the path to full implementation by the spring of 2014. Within education, numerous “Race to the Top” projects are racing to, or have crossed, the finish line, thereby equipping our school administrators and teachers with new tools that will enhance our continuing investments in education and protect the State’s #1 ranking. Regarding infrastructure improvement, and specifically electronic infrastructure, the One Maryland Broadband Network project is nearing completion with the construction of over 1,300 miles of new fiber-optics across the State and the connection of over 1,000 community anchor institutions - schools, libraries, public safety answering points, medical facilities and so forth - with additional capacity designated for potential economic development with commercial partners. The State’s eGov initiative resulted in the introduction of a dozen or so new, on-line government-to-business and government-to-citizen applications representing various agencies, including the Motor Vehicle Administration, Agriculture, Business and Economic Development, the Department of IT and others. Within this framework, the State’s Central Business Licensing portal was launched earlier this year, allowing many new Maryland businesses to create their entity on-line, while reducing the typical registration time from weeks to days. Other successes in the State IT portfolio included Housing and Community Development’s State Asset Servicing System, Public Safety’s Offender Case Management System, Labor and Licensing’s Benefit Overpayment Automation and Education’s Maryland Accountability & Reporting System.

For FY15, we anticipate a significant surge in cyber security activities, especially in the areas of planning, infrastructure hardening, and platform/network/application assessment and testing. Also, agencies have a healthy appetite for uniting forces and energies towards common technologies, such as enterprise content management and big data. Agencies also desire to vacate the business of building and supporting internal, custom-developed infrastructure and applications in favor of cloud-based solutions that satisfy the State’s requirements concerning functionality, security and cost-effectiveness.

The State’s IT Master Plan (ITMP) must be cognizant of our internal constraints, which consist of a significant shortage of skilled IT resources and challenges for attracting new IT talent, an IT asset pool that may be decaying more rapidly than we can refresh or replace, and even a dwindling stable of agency business subject-matter-experts who can help usher in the next generation of IT tools. Nonetheless, given the combination of an innovative and supportive Governor and executive administration, a guiding legislature, ingenious and creative commercial partners, dedicated and talented staff, and this ITMP, which has been founded upon experience, industry best-practice and collegial consensus, we will collectively move forward in FY15 and leverage IT to serve as one of State government’s fundamental and instrumental tools for enabling agencies to better protect and serve its citizens.

## RECENT ACCOMPLISHMENTS

The following are examples of the several IT accomplishments across the State. Full details of agency accomplishments appear in each agency's specific IT Master Plan.

### *Statewide Interoperable Radio System*

The statewide radio system became operational in December of 2012 and fully supports the radio communications needs of the Maryland Transportation Authority (MdTA), as well as Kent County. The new radio system allowed for the decommissioning of two legacy systems, which was required for the MdTA and Kent County to meet FCC regulatory deadlines. Additionally, portions of the Maryland State Police (MSP) are using the new radio system, allowing for interoperable communications on the same radio system with the MdTA and Kent County. The second phase, covering the Eastern Shore, is under way with equipment being deployed in all counties. This phase of the project should be complete in calendar year 2013.

### *Statewide Broadband*

The Department of IT (DoIT) and its government partners implemented substantial portions of the One Maryland Broadband Network (OMBN). The OMBN is connecting close to 1,100 community anchor institutions (CAIs), such as K-12 schools, community colleges, public libraries, public safety facilities, and public health facilities to fiber optic-based broadband services. The OMBN will allow counties to build or improve broadband networks, and connect them via networkMaryland™ to a statewide high-speed backbone. The project has installed 1,257 miles of fiber, terminating in 890 of the 1,092 planned CAIs. Throughout the next six months, counties will start to fully utilize the dark fiber installed as part of the OMBN project to provide enhanced educational opportunities, improved healthcare services, and economic development. As an example of the benefits of the OMBN, the project connected 100% of the K-12 schools in Howard, Queen Anne's, Worcester, and Garrett counties, and over one-third of the K-12 schools statewide. The infrastructure build out portion of the project will be completed by August 31, 2013.

### *Google Collaboration*

The State has migrated over half of its email boxes to the Statewide Google Apps for Government cloud. Two of the largest agencies, the Department of Human Resources (DHR) and the Department of Health and Mental Hygiene (DHMH), are now fully migrated. Additional agencies that migrated include the Executive Office of the Governor, the Board of Public Works (BPW), the Insurance Administration, the State Board of Elections (SBE), the Lottery Administration, and Budget and Management (DBM). This initiative furthers the perpetual objectives of consolidation and standardization, and yields significant gains in: performance and stability, enhanced backup and restore capabilities, efficient management of storage capacity, reduced power consumption, and ease of administration.

### *networkMaryland™*

networkMaryland™, in conjunction with the OMBN project, has upgraded the statewide data network to be completely fiber optic-based in every Maryland county. This upgrade to a scalable backbone, now running at 10 Gigabit/second, allows for enhanced capacity to serve more subscriber entities such as local school districts and county governments with cost effective broadband services. The enhanced network will be used to support applications such as online testing by providing broadband service to county school districts, and also support a pilot project of next generation NG-911 services on the Eastern Shore. The new fiber backbone also replaces

expensive leased line services and microwave networks that were unable to meet the capacity requirements of network Maryland subscribers.

#### ***Computer Aided Dispatch/Records Management (CAD/RMS)***

The CAD/RMS project is designed to provide an integrated solution to the State's need for a single core CAD/RMS for all State policing agencies and to facilitate interoperability between State and local police agencies. The core agencies in this project are MSP, MdTA, the Maryland Transit Authority (MTA), and the Department of Natural Resources (DNR). CAD/RMS will provide a seamless call dispatching and report capability for law enforcement across the State. CAD enables dispatchers at a police agency site to communicate with and assign police units to calls for service, using provided caller name and location data on an accurate geospatial information system (GIS) map. Calls for service data are made available to the cloud-based RMS, enabling law enforcement officers to complete incident, arrest, and other reports on an array of computing devices, while requiring only a simple Internet connection. A law enforcement officer will also have the ability to self-dispatch and engage in chat sessions with other law enforcement agencies via mobile communications. Dispatchers will be able to see the locations of all field units using automated vehicle locator technology. All CAD/RMS data is sharable across the participating agencies, thus removing information silos. The system will interface with existing law enforcement applications such as NCIC, E-TIX, ACRS, OCMS, and others.

As of June 2013, CAD/RMS was successfully implemented at one MSP pilot barrack (Waterloo) and will be implemented at the Westminster barrack in July 2013. DNR will be implemented starting September 2013, MdTA starting in October 2013, and MTA in January 2013. MSP will complete its implementation across the remaining 20 barracks by April 2014. The system will be operated and maintained by a team located at MSP Headquarters.

#### ***Race to the Top's Learning Management System***

The Maryland State Department of Education (MSDE) launched a new Learning Management System to support the Educators Effectiveness Academies this summer and to deliver Teacher Professional Development courses. This system supports not only a learning management system, but also the new Curriculum Management and Course Registration systems. With the State's transition to Common Core State Standards for math and English Language Arts, MSDE needed tools to support this transition. There will be approximately 6,000 teachers and principals who participate in the Educators Effectiveness Academies for summer 2013.

#### ***Maryland Longitudinal Data System (MLDS)***

MLDS is a tool to track student achievement and educational outcomes from Pre-K through grades K-12 and into higher education and the workforce. The data represented is sourced from multiple State agencies, including MSDE, the Maryland Higher Education Commission and the Department of Labor and Licensing Regulation. Online dashboards display data that include analytics designed to assist students, parents, educators, researchers, and policymakers to access information now available on the MLDS portal at MLDSCenter.org. In conjunction with the Governor's Office, a MLDS Center is being established to support the ongoing collection and analysis of data to support and inform policy-making decisions.

#### ***Offender Case Management System (OCMS)***

OCMS is a \$15.5 million project designed to streamline data collection and reporting across the Department of Public Safety and Correctional Services (DPSCS) and is available for use by other Maryland law enforcement agencies. The system includes modules for arrest booking,

corrections, community supervision, and parole commission. Local law enforcement agencies and five counties are also online with the system's booking function. OCMS eliminates the practical disconnect of the previous stove-piped information systems and creates a single integrated system that can be used by all agencies with offender management responsibilities. It creates the ability to store and easily access critical data on every offender in the DPSCS system. OCMS keeps track of an offender record containing programming accomplishments as offenders transfer from one institution to another or between agencies, ensuring that they are correctly matched to the next step in the rehabilitation process. Conversely, information regarding assessments, infraction history, gang affiliation and security issues enables staff at institutions to properly manage potentially dangerous offenders.

#### ***Flight Vector (Aviation CAD)***

The Maryland Institute of Emergency Medical Services Systems (MIEMSS), in conjunction with MSP Aviation Command, and as part of the State's CAD/RMS project, implemented a modern aviation CAD system, Flight Vector. The system integrates multiple other applications previously used to dispatch and manage MSP and allied aircraft operating on medical and law enforcement missions.

#### ***GIS Consolidation***

DolT has completed the creation of a consolidated Geographic Information Office, which is fully staffed and operational. DolT now has professional analysts available to assist agencies with GIS related projects, allowing for a consistent level of services across all State agencies. Services available to agencies include software licensing, training, web mapping applications, geospatial consulting, data sharing, and help with StateStat mapping.

#### ***MD iMAP***

DolT has made key improvements to the State's central mapping repository, MD iMap, by improving the statewide geocoder. Geocoders perform one of the most basic GIS functions: converting addresses to map coordinates. Historically, maintaining geocoders was an activity performed redundantly by multiple agencies across the State. Now a professionally maintained and centralized geocoding service is available for all agencies to use. Using the best available data provided by counties, the Department of Planning (MDP), and the State broadband program, DolT has greatly improved the accuracy of the MD iMap geocoder and reduced the amount of effort necessary to gather this data.

#### ***OSPREY***

The emergency management mapping service, OSPREY, launched the OSPREY Dashboard. In conjunction with the Maryland Emergency Management Agency (MEMA), the OSPREY Dashboard displays critical situational awareness information and data at a glance. Power, weather, traffic, shelters, and hospitals are monitored in real-time. When alerts occur, the dashboard also provides helpful links to more information.

#### ***Digital Aerial Photography***

The GIS team has made available high resolution leaf-off aerial photography captured for the entire Eastern Shore. Up-to-date digital aerial photography has many uses including 911 response, economic development, conservation, facilities management, and emergency management. With funding from the Emergency Systems Numbers Board and leadership and cooperation from MDP, DolT, and local governments, new photography of the Eastern Shore will soon be posted on the MD iMap Portal for use by all.

### ***Web Consolidation***

DoIT led the implementation of the next generation of Maryland.gov earlier this year, showcasing how web technology will be used to make State government more available, more helpful, and more convenient. The new website incorporates a “mobile first” approach using responsive design techniques that readily present information and services across multiple devices, regardless of screen size. Research-driven design and prominent search capability provide easy access to information and transactions, including 175 online services, social media, maps and alerts. A complementary template will be available to agencies this summer as part of the statewide web redesign and standards initiatives.

The State’s web services consolidation and shared services initiatives have produced tangible and beneficial outcomes, including the new statewide web redesign and standards template, providing a modern and progressive framework for the State’s web presence. The web team, representing the best minds of both State and contractual human resources, offers skills that span web and application development, system architecture and design, network and security configuration, system administration, graphics and analytics. Tools include an enterprise class hosting environment and a content management system, custom web application development, blogs and newsroom sites, online forms, surveys, social media and a variety of other services. This past year, the consolidated web services team facilitated the transition and hosting of websites for the Maryland Department of Agriculture ([www.mda.maryland.gov](http://www.mda.maryland.gov)); MEMA ([www.memagov.maryland.gov](http://www.memagov.maryland.gov)); the BPW ([www.bpw.maryland.gov](http://www.bpw.maryland.gov)); and the Governor’s Office of Minority Affairs ([www.goma.maryland.gov](http://www.goma.maryland.gov)). In addition, content management of these sites was transitioned directly to the business owners to facilitate timely publishing of information.

### ***Self-Funded eGov***

The State’s eGov arrangement provides for the design, development, hosting, operation and maintenance of eGov products and services via a funding model that leverages fees for select services to pay for other non-fee-based services. In practice, this model leverages a small number of commercially valuable services desired by the private sector and pools the fees generated from the purchase of those services to offset the expenses associated with the “no-cost” applications in the overall eGov services portfolio. Because the partner contractor has experience working in approximately 25 other states, the services provider has available a large catalog of applications already developed that may be beneficial to the Maryland and that can be deployed within very favorable timeframes. Overall, the target is to introduce 10 to 20 new eGov services per year.

Examples of eGov services introduced over the last year include: Interactive/Point-to-point Access to Vehicle & Driver Records (MVA); Towing Practices & Procedures (MVA); Electric Vehicle Information Exchange (MVA); Vision Certification (MVA); Waste Kitchen Grease Hauler Registration (MDA); Maryland.gov Redesign and Hosting (DoIT); and, Central Business Licensing (DBED). In the case of CBL, the Governor publicly launched Maryland’s first phase of the portal for online registration of new businesses in January, 2013. The initial release of CBL allows new businesses to establish an entity, apply for a trade name and establish their tax accounts. The very popular capability has reduced new business registration time from 10 weeks to 5-7 days, seamlessly transacting with several State agencies through a single website.

### ***eMEDS Deployment***

After acquiring and configuring eMEDS, a hosted software platform for emergency medical services (EMS) providers to submit patient care reports, MIEMSS successfully deployed the system to 24 of 25 major public EMS jurisdictions in the state (25th expected to join in FY2014). eMEDS

is used by approximately 25,000 EMS users to collect information on over a million patient encounters each year. These reports are a vital link in the patient's care as they transition from ambulance care to the hospital emergency department. eMEDS gives Maryland a unified platform for EMS reporting and research for the first time in many years, as well as providing many time saving features for EMS programs to enhance and streamline their operations.

### ***Electronic Team Activity Card (eTAC)***

The eTAC project was developed to enable mobile technology to capture and process the data related to the work activities of the State Highway Administration's (SHA) maintenance shop workers. It also leverages Internet cloud software technology in a way that will allow SHA to integrate data with existing systems in later phases.

With the implementation of the first phase of the eTAC system, the field workers save time by inputting data directly into the system from the field, and they improve efficiency by eliminating a handwritten paper card that inherently involves data accuracy errors when rekeying the data into other systems. From a management perspective, it also speeds up the data entry process so shop managers have access to the most current data to make faster and more informed decisions. Future phases will continue to focus on eliminating duplicate data entry.

### ***Enterprise Content Management System (ECMS)***

DHR implemented the Enterprise Content Management System (ECMS) statewide in all local departments of Social Services (LDSS) for the Family Investment Administration (FIA) and the Child Support Administration (CSEA). ECMS is a secure Internet-accessible, web-based enterprise-wide solution to capture, maintain, manage and share documents and information within DHR, addressing business and administrative needs. The ECMS has standardized hardware, software, and business processes. It allows the entire case record to be scanned and available statewide within a secured repository in a "virtual" environment, making it easier for DHR to track each case and has become an integral part of DHR's success in improving timeliness. The ECMS has mitigated silos among the LDSS and has created business efficiency while laying the foundation for future automation projects such as workflow management and business process management.

## INTRODUCTION

The State ITMP is comprised of three perpetual objectives: **Consolidation, Interoperability and Standards**. These long-term objectives serve as the umbrella under which State agencies can plan for, develop and implement IT initiatives across multiple funding years and even across multiple agencies. Supporting each objective are 11 strategies that agencies can use as a way to focus their IT planning efforts in congruence with the State's enterprise goals.

The FY 2015 ITMP contains examples of several of the actual initiatives that agencies will pursue, given ultimate approval and funding support. This is a representative listing only; whereas each individual agency's ITMP offers a comprehensive listing of the agency's proposed initiatives. Agencies may access full instructions for preparing and submitting agency ITMPs at <https://www.itac.state.md.us>.

Each of the example initiatives is aligned into a category that best describes its breadth. Those categories are:

**Statewide** – An initiative applicable to many or all State agencies.

**Location Specific** – An initiative that is geographically defined, such as a building, city or region and may include multiple agencies.

**Line-of-Business** – An initiative involving multiple agencies that provide similar services.

**Intra-Agency** – An initiative that is specific to a single agency.

**Inter-Agency** – An initiative that encompasses more than one agency, but is not statewide and for which line-of business and location are not essential drivers.

## OBJECTIVES AND STRATEGIES

### **Perpetual Objective I – Consolidation**

The elimination of duplicative systems to achieve economies of scale. Consolidation refers to integrating IT resources, including physical hardware, human capital, software licensing and operating systems. Consolidation can simplify the State's IT environment, enabling streamlined business processes, thereby reducing support requirements and associated costs.

#### **#1 Supporting Strategy: Platform**

Platform refers to the physical devices used for IT activities as well as the software and operating systems operating on them. The most recent trends in IT platform architecture have been toward a more centralized model. Platform consolidation refers to a variety of possible outcomes, including: agencies sharing enterprise applications; streamlining or eliminating redundant systems; and virtualization, which combines many separate components onto a minimum number of physical devices. The benefits of platform consolidation include: running a greener operation by reducing energy cost; operations and maintenance staff spending less time physically moving between resources requiring attention; potential for reducing the resources needed for operations and maintenance; and reducing potential points of failure.

#### **#2 Supporting Strategy: Cloud Services**

Cloud services capture a multitude of technology delivery methods such as software-as-a-service (SaaS), platform-as-a-service (PaaS) and infrastructure-as-a-service (IaaS). The cloud is attractive to an enterprise because the pay-per-use, subscription-based service model is flexible and scalable, while providing benefits such as long-term lower cost of ownership, reduced IT asset management burden, allowance for unexpected resource demands and faster IT application or capacity deployments. Risks associated with cloud deployments should be noted as well and include security, availability and integration with other systems. To date, the State's experience with the cloud (e.g., enterprise messaging and collaboration, personnel recruitment, law enforcement records management, eGov portal) has been favorable and future consideration in different disciplines is anticipated. In part, the previous "Disaster Recovery" supporting strategy has been supplanted by Cloud Services, as the cloud concept provides inherent protection from local data center disruptions. In essence, though, it moves the disaster recovery activity from the State to the cloud services provider.

#### **#3 Supporting Strategy: Networks**

Networks are the "plumbing systems" that convey electronic data from one place to its intended destination. Data may be conveyed through physical cables including fiber optics or via wireless means such as radio frequency, satellite communication and cellular networks. Network consolidation includes multiple entities finding opportunities to piggyback on new or existing network infrastructure. The benefits of network consolidation are the optimization of resources, increased capacity and performance, and improved security.

## **Perpetual Objective II – Interoperability**

The ability to exchange and share information across disparate systems, enabling system users to collaborate more effectively.

### **#4 Supporting Strategy: First Responder Tools**

Maryland's geography makes it perpetually susceptible to both man-made and natural disasters that can have an impact on many different scales from local to regional to worldwide. Constant availability of communication and information facilitated via technology systems is a necessity during such events. A broad range of tools and technology fall into this category, including dedicated multi-agency communication channels, computer-aided dispatch systems and portable tracking devices with real-time logistics data. This strategy benefits all who live and work in and around Maryland, by enabling first responders to efficiently respond to and minimize the impact of emergent events.

### **#5 Supporting Strategy: Case Management**

Case management refers to information technology systems that automate an individual's movement, concurrent with all associated case data, through a business process or workflow. Cases range from those associated with offenders to those for citizens in need of State provided social services. Interoperable case management systems set the stage for unifying business processes within single or multiple partner organizations so that data associated with the individual can be shared and coordinated efficiently between stages of the process. These systems allow case managers to perform their jobs with all required data at their fingertips, thus enabling them to make the most informed decisions and provide the highest level of service.

### **#6 Supporting Strategy: Geospatial Information**

Geospatial Information Systems offer an opportunity to link existing State data to a location on a map to support any number of innovative and valuable services. It can be used, for example, to inventory State highway assets, plan and track land use, plan for natural and man-made disaster responses, or provide useful data to the StateStat program. The geospatial data is based on a combination of aerial photography and global positioning information. The cost of the aerial photography can be shared across several agencies, as well as municipal and county governments. Since the system is standards based, all levels of government and its partners can share the same data.

## **Perpetual Objective III – Standards**

The use of industry accepted and State developed best practices as the framework for deploying, operating and maintaining IT operations. Standards include data, security, hardware and software applications, and project and contract management.

### **#7 Supporting Strategy: Legacy System Risk Mitigation**

The State must apply industry best practices through continuous analysis and upgrade of its supporting IT systems – both software applications and hardware. Legacy systems are those put in place in bygone years ranging from monolithic mainframe applications to the PCs on employees' desks. Some of these systems have outlived their original operational and maintenance life cycle, yet they can be found, today, still supporting business functions critical to

the State's ability to provide services to its citizens. This adds considerable risk to an agency's core capability to fulfill its mission and provides little opportunity for interoperability. Also, if maintenance is available, it can be costly. By mitigating risk through modernizing legacy systems and performing routine hardware refreshes, the State has the potential to increase return on investment by creating applications that are more quickly and cost effectively maintained, enhanced and distributed.

### **#8 Supporting Strategy: Data Standards**

For data to be standardized, users must agree on how data is defined, formatted and represented. These standards become the rules to be followed when capturing data into a supporting system. Once standard, data can be more easily communicated and shared, reducing redundancy and improving data quality. Lack of uniform data standards in an environment of disparate systems is a universal problem. For example, the State has many systems that contain different versions of the same information about the same topic or customer. If the data contained in these systems were standardized, the systems may be able to share one source of the data with the potential for eliminating duplicate data entry, while improving consistency and integrity.

### **#9 Supporting Strategy: Information Retention**

Information retention refers to the length of time an organization has/is obligated to keep artifacts such as emails, memos, and meeting notes associated with its business. There are many factors influencing this issue that force a multi-faceted approach to this strategy. Internal policies, litigation requirements, the Public Information Act, and Code of Maryland Acquisition Regulations specifications are a few drivers dictating what information retention policies are suggested at different levels of State government.

### **#10 Supporting Strategy: Internet and Web Services**

The use of the Internet and web technology continues to play an essential role in Maryland's policy and approach to citizen engagement, open government and online service delivery. It is a commitment that extends beyond citizens, to visitors, business partners and other government agencies. The State has adopted a customer-centric focus to meet a growing demand for information and services to be available via the web. Maryland.Gov is the central communication and delivery channel for access to the State's eGov services. It is a diverse portfolio that spans general interest to daily life events and emergency preparedness and response.

### **#11 Supporting Strategy: Process Management**

Without clearly defined and understood business processes, the benefit of IT is diminished. To enable excellence in State service, applying and using current processes related to IT strategic planning, operations and procurement needs to continually be practiced in order to maximize return on dollars invested in IT. Ironically, not doing so can result in less efficient business processes when the goal had been "doing more with less." Examples of current processes include Systems Development Life Cycle (SDLC), contract management, project and program management and associated tools, standard operating procedure documentation, and business process analysis and re-engineering. Benefits of initiatives for this supporting strategy are the alignment of State IT with industry best practice processes and cohesive operations within and between agencies.

The State will, whenever possible, leverage technology tools and resources as enterprise-wide solutions to simplify deployment of services and to avoid duplicate spending. The Statewide Government Intranet (SwGI) will continue to evolve as a secure channel for shared applications between agencies and business partners. The IT community within the State will work closely with internal and external business partners to improve the overall usefulness and usability of websites according to the following best practices:

**CONSISTENCY** - Websites will adhere to common design and organization elements, maryland.gov domain naming convention, statewide search services and other best practices.

**ACCESSIBILITY** - Web site design, functionality and content will adhere to the State regulations for non-visual accessibility. See <http://doit.maryland.gov/policies/Pages/nva.aspx>

**ACCOUNTABILITY** - Maryland government websites will contain contact information in the footer or other appropriate and visible areas of the website.

**TRANSPARENCY** - Websites will provide links to policies consistently located in the footer of relevant pages that ensure appropriate protections and practices of the State and its citizens.

**CITIZEN-ORIENTED** - maryland.gov will partner with agencies to aggregate services and content by topic, geography, business or individual. Content will be simplified and written for the web consistent standards provided by the federal government (<http://www.plainlanguage.gov>).

**PUBLIC RECORDS** - Content published on public facing web sites will align with the agency's record retention policy in accordance with guidance provided by the State Archives.

([http://www.msa.md.gov/msa/intromsa/html/record\\_mgmt/homepage.html](http://www.msa.md.gov/msa/intromsa/html/record_mgmt/homepage.html))

**MULTI-MEDIA** - Websites will promote access to content and events via a variety of new media formats (audio, video, email subscriptions) and mobile platforms.

**QUALITY CONTROLLED** - The statewide web manager community will serve as a governance body for maryland.gov to develop, promote and monitor progress of the State's eGovernment presence.

## **REPRESENTATIVE INITIATIVES**

The State ITMP provides examples of actual initiatives that the State anticipates in support of the Plan's defined objectives and strategies depending, of course, upon available resources. Initiatives cover the gamut of activities, including research and planning exercises, business process analysis/re-engineering, operational priorities, and/or actual IT development projects. Initiatives that meet the threshold of Major IT Development Projects are submitted by the lead agency for review and approval via the annual IT Project Request (ITPR) process.

### ***Voting System Replacement***

Maryland voters will have a new voting experience, starting with the 2016 Presidential election. The Voting System Replacement project will replace the current touchscreen system with a paper-based optical scan system. This multifaceted project will impact the entire Maryland election community, which includes SBE and the 24 local boards of election. SBE will contract with a project management support team that will be responsible for the execution of the project in accordance with Maryland's SDLC. This contract support will be critical, especially during the period when the State's election personnel are focused on executing the 2014 gubernatorial election. In addition to the new voting system, SBE will be executing several interdependent projects. Related projects include voter outreach, facilities management, temporary resource support, and interfaces with other election administration systems, review and refinement of business processes, transportation, and the decommissioning of the current voting system.

Lead Agency: SBE

Category: Intra-agency

Supporting Strategies: #7 Legacy System Risk Mitigation

### ***SPS – Statewide Personnel Management System – Phase II***

With the first phase of the State's legacy personnel systems replacement successfully implemented, DBM is pursuing the second phase – also a SaaS strategy - for the remainder of the complete HR Information Systems (HRIS) solution. Once fully implemented, the new HRIS will streamline HR activities, eliminate duplication of effort and consolidate multiple existing applications into a single system. By choosing a SaaS solution, the State will also eliminate the need to maintain the infrastructure and staff required to support a large on-premise system. This will result in a more cost effective approach to implementing and maintaining the HRIS system now and in the future.

Lead Agency: DBM/DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #2 Cloud Services, #7 Legacy System Risk Mitigation, #10 Internet and Web Services, #11 Process Management

### ***Customer Relationship Management (CRM)***

This initiative will implement a consolidated, cloud-based service desk system, replacing legacy premise-based systems. A cloud-based solution will allow remote system access, and add "self-service" capabilities for customers. The solution will be scalable, allowing for the potential consolidation of multiple service desk software platforms used by the State.

Lead Agency: DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #5 Case Management, #10 Internet and Web Services, #11 Process Management

### ***Legacy Financial Systems Replacement Planning***

The State's financial systems are based on antiquated, inflexible platforms, making it increasingly difficult to find resources to support them. In FY14, DBM & DoIT will begin planning for the ultimate replacement of the existing budgeting, purchasing and accounting systems and adding functionality such as project accounting and procurement processing. This will be a multi-agency initiative that will result in a recommendation for project approach, cost and timeline. Subject to all required requisite approvals, implementation activities will commence in FY15.

Lead Agency: DBM/DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #7 Legacy System Risk Mitigation, #11 Process Management

### ***Client Automated Resource and Eligibility System (CARES)/ Health Insurance Exchange (HIX) Integration***

DHR will create changes to CARES to support the Affordable Care Act (ACA). This is an integrated project with DHMH and HIX that incorporates a front-end solution for eligibility determination via a two-way interface with the HIX system and CARES. Phase 1 implementation removes Families & Children and Maryland Children's Health Program Medical Care Program Coverage groups from CARES by October 1, 2013.

Lead Agency: DHMH - The Exchange - DHR

Category: Interagency

Supporting Strategies: #5 Case Management

### ***eGOV***

As previously discussed, state government desires and is expected to conduct transactions electronically with citizens and commercial entities much like any modern business enterprise would interact with its customers. Building on the successes of this past year, the application library will continue to grow in breadth, function and sophistication. Some eGov services in queue include: National Pollutant Discharge Elimination System (MDE); Driver's License Status Check (MVA); Taxpayer Payment Solutions (Comptroller); Clean Energy Grant Program Electronic Applications (MEA); Emergency Management Mobile Application (MEMA); Electronic Payment Processing (MSDE); Pesticide Licensing and Certification (MDA); Registry of Wills Payment Processing (Comptroller); and, Central Business Licensing, Phase 2 (DBED).

Lead Agency: Various

Category: All

Supporting Strategies: #1 Platform, #8 Data Standards, #10 Internet and Web Services

### ***Open Data Portal***

This initiative continues to represent the intersection between numerous technology data forces including "big data," data transparency, data analytics and business intelligence. Leveraging a scalable, cloud-based commercial platform, the State will continue to populate and mature its data.maryland.gov portal for the purpose of providing relevant data upon which internal and external stakeholders can improve their decision-making in support of making the right choices.

Lead Agency: StateStat

Category: Statewide

Supporting Strategies: #2 Cloud Services, #8 Data Standards, #9 Information Retention, #10 Internet and Web Services