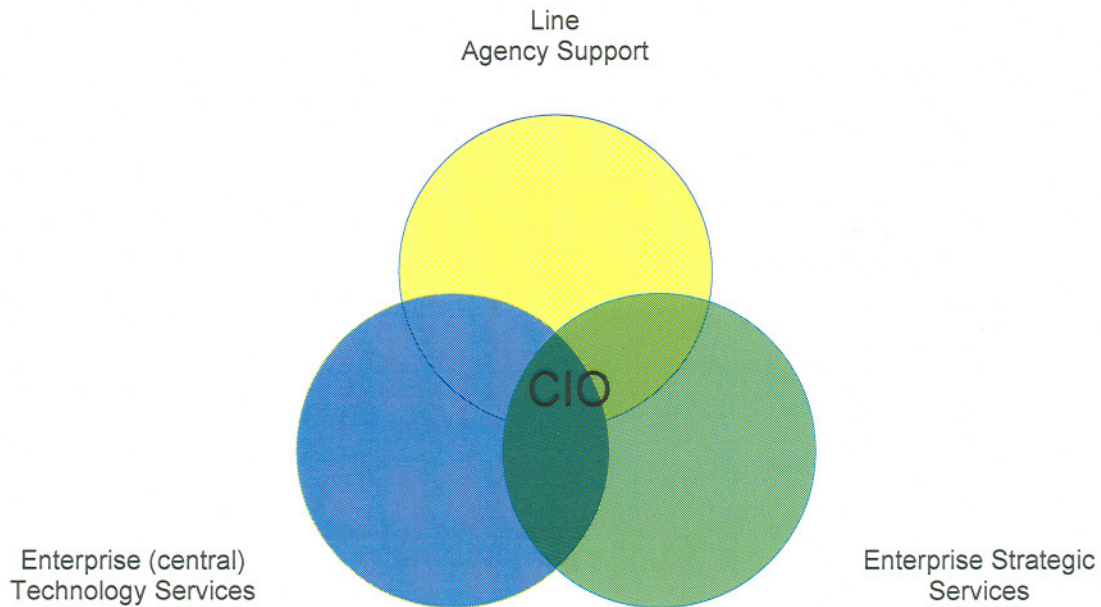


2005
Annual Report
on
Information Technology in Maine State Government

The New Enterprise
Office of Information Technology



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□ Executive Summary

Information Technology (IT)¹ in Maine State Government has developed over many years through grass roots efforts across individual agencies. As many as twenty-two different entities operated with the authority to make most technology decisions without restriction. Notable exceptions were telephone and wide area network/internet services which were operated centrally.

Agencies planned and managed application development projects internally, with little oversight. Poorly resourced projects, lacking sufficient skilled personnel resources, resulted in systems being brought online that were late, over budget and often with significantly poor performance². Successful implementations were generally smaller, well managed, and surrounded by modern, well designed business processes.

Over the years, IT budgets have grown. FY2005 expenditures were approximately \$107 million. Over 500 employees work in information technology functions across State Government today.

Maine's legacy IT culture is one of "operational expediency", a term coined by OPEGA³ to qualify their fall 2005 observation of the state's IT workforce. Theodore Roosevelt described this as "Do what you can, with what you have, where you are."

OPEGA characterized our IT workforce as "technical craftsman and artisans" and paraphrased from their interview with IT workers that "if it does not help me deliver IT services better, faster, cheaper, right now, then I don't have time for it."

In 2005, the state experienced real financial consequences from uncontrolled expenditures and uncoordinated contracting with IT vendors. Inefficiencies, duplication of efforts, and missed opportunities to save money resulted from a lack of consolidation, coordination, and communication.⁴

On the upside, where IT meets the public, Maine continues to shine. The award winning www.maine.gov web portal⁵, which is the state's largest publication and reaches people the world over, is nationally recognized for developing and enhancing state-wide Web standards and initiatives. Maine was awarded "Best of the Web" recognition⁶ for the second year in a row. In 2005, overall customer satisfaction with Maine eGovernment services was rated an average of four out of five points. Additionally, adoption for key

¹ Information Technology. All aspects of managing business processes and employee's knowledge using computers.

² MECMS, the DHHS system is the most notable system. Its situation has improved, but basic actions occurred throughout this project which in totality impacted the results negatively.

³ OPEGA is the Office of Program Evaluation and Government Accountability of the Maine State Legislature, <http://www.maine.gov/legis/opega/>

⁴ OPEGA page 23.

⁵ A master website considered as an entry point to other subordinate websites.

⁶ Best of the Web Award from Taubman Center for Public Policy at Brown University

portal services is 70% or more, which is well above the generally accepted success rate for eGovernment services.

This is our IT past.

A major reorganization of information technology in State government commenced during calendar year 2005. The scope of this organizational transformation is unprecedented and directly affects all agencies within the Executive Branch of Maine State Government.

Major transformation of information technology was necessitated as our legacy information technology (IT) organizations were significantly out of alignment with current industry trends and our existing customer needs.

Our future is being created as we transform into an enterprise-scale service and support organization. In our new governance model, service and support will cut horizontally across the boundaries of the Executive departments and agencies, and horizontally across the geography of Maine. In preparation for this shift, bandwidth (network capacity) has been increased and provided to more locations, with redundancies upon which we will be able to securely consolidate and centralize technology service delivery and customer support.

Restructuring will enable IT to fulfill the current and increasing demands of the line agencies tasked with providing services to the citizenry. Additionally, in our increasingly connected world, we must reorganize to gain the strength to promote information security. We are working to minimize our vulnerability to external threats.

The changes referenced in this report are occurring primarily in the Executive Branch. The Judicial and Legislative branches, along with the Constitutional offices are nominally affected by their technology proximity; however, the changes set into motion in 2005 will create opportunities for further transformation of technology services throughout all of state government in the years to follow.

Careful and detailed planning for the 2005 organizational transformation commenced in the preceding two years. In January 2005, the Governor, by Executive Order, provided specific executive sponsorship and set the plan in motion.

Enabled by the Legislature through statutory change, the CIO executed the plan and on July 1, 2005, the new Office of Information Technology came into official existence. New senior leadership was in place and operational by the end of the year.

As the first act in proving the IT enterprise concept, the state successfully consolidated the Outlook/Exchange email system for the first time. Technologically this was easy. Organizationally the process was challenging. In contrast with the incomplete attempts to accomplish this consolidation in the past, the State of Maine now has a fully functional

and unified enterprise email system, built to highly reliable industry standards, serving more than 13,000 email accounts statewide.

During the Fall of 2005, the Legislature's new Office of Program Evaluation and Government Oversight (OPEGA) commissioned an audit on information technology in the Executive Branch. This report, published in January 2006 validated the direction set by the leadership in this reorganization, while also providing an independent industry standard analysis of our strengths and weaknesses. For further detail on the OPEGA audit, please see the very readable and informative report at <http://www.maine.gov/legis/opega/reports.htm>

This first OIT annual report is deliberately brief and intended to invite the busy reader to peruse the contents in their entirety to gain a broader understanding of the significant event that transpired during 2005 – **commencement of unprecedented transformation of technology governance and infrastructure in the Executive Branch of State Government**. Success of this transformation will take continued support of the Governor, appointed leaders, career business managers, the Legislature, and everyone working in the ranks of information technology.

The IT enterprise transformation is the right idea, in the right place, and occurring at the right time in the evolution of technology in organizations.

The OPEGA report states that the State is at risk from the fragmented practices of the past and emphasized that ...

... **the enterprise transformation is underway and needs steadfast support!**

□ Introduction

Information Technology (IT)⁷ in Maine State Government has developed over many years through grass roots efforts across individual agencies. As many as twenty-two different entities operated with the authority to make most technology decisions without restriction. Notable exceptions were telephone and wide area network/internet services which were operated centrally.

Agencies planned and managed application development projects internally, with little oversight. Poorly resourced projects, lacking sufficient skilled personnel resources, resulted in systems being brought online that were late, over budget and often with significantly poor performance⁸. Successful implementations were generally smaller, well managed, and surrounded by modern, well designed business processes.

Over the years, IT budgets have grown. FY2005 expenditures were approximately \$107 million. Over 500 employees work in information technology functions across State Government today.

Several attempts at change over the years met with resistance and limited success. Clearly, change was needed, and it has begun.

On the upside, where IT meets the public, Maine continues to shine. The award winning www.maine.gov web portal⁹, which is the state's largest publication and reaches people the world over, is nationally recognized for developing and enhancing state-wide Web standards and initiatives. Maine was awarded "Best of the Web" recognition¹⁰ for the second year in a row. In 2005, overall customer satisfaction with Maine eGovernment services was rated an average of four out of five points. Additionally, adoption for key portal services is 70% or more, which is well above the generally accepted success rate for eGovernment services.

Reporting Requirements. This report consolidates and fulfills the statutory reporting requirements for the Office of the Chief Information Officer found in 5 MRSA Chapter 163 §1973 Subsection 3-B; 5 MRSA §1974 Subsections 5 and 6.

□ The Confluence of Significant IT Events in 2005 Brings Change

The enterprise transformation. In 2005, significant change occurred in the area of Information Technology in the Executive Branch of State Government. The governance, organizational leadership and technical management of information technology and

⁷ Information Technology. All aspects of managing business processes and employee's knowledge using computers.

⁸ MECMS, the DHHS system is the most notable system. Its situation has improved, but basic actions occurred throughout this project which in totality impacted the results negatively.

⁹ A master website considered as an entry point to other subordinate websites.

¹⁰ Best of the Web Award from Taubman Center for Public Policy at Brown University

information management took a major transformational turn; from a previously loosely federated agency-centric model towards a distinctively reorganized enterprise governance model.

The CIO documented the structural problems in the CIO Management Plan for 2004-2005¹¹. Changes were needed in IT governance, IT strategies, and IT infrastructure. Change was needed to create an environment that discouraged duplication of efforts, inefficient allocation of resources, and inflexibility. IT was fragmented into many small data centers, help desks, and small pockets of service and support lacking adequate depth and management controls. For the future, State government needed to restructure to assimilate new ways of doing business with the citizenry, especially the move to service delivery via the internet -- eGovernment.

The Governor's Executive Order in January 2005. The transformational change was conceived in January 2005 by Governor Baldacci's Executive Order¹² and set in motion in July under the auspices of the Chief Information Officer's Implementation Plan¹³. A new senior leadership team was established and officially seated on November 14, 2005.

The Legislature enables change on July 1, 2005. Legislation, effective on July 1, 2005 dissolved the Information Systems Policy Board (ISPB), created the new Office of Information Technology (OIT), and extended the authority of the CIO over the Information Technology in the Executive Branch.

The OPEGA Audit during the Fall of 2005. Information Technology was evaluated in the fall by the Legislature's new Office of Program Evaluation and Government Oversight (OPEGA). OPEGA's audit endorsed the CIO's leadership and strategic plan and urged support to bring the IT transformation to fruition which the auditors suggested may take three to five years for the full benefits to be realized by the State. The OPEGA report summary urged the administration to "Stay the course" and stated that "IT is heading in the right direction: protect the IT consolidation process so the State of Maine can reap the benefits."

○ **Commencement: Governor's Executive Order of 2005**

Governor Baldacci issued an executive order on January 6, 2005 directing the transformational change of information technology in the Executive Branch of Maine State Government. The executive order recognized that "information technology for state government should be managed from the perspective of the entire enterprise, thereby ensuring unified vision and meaningful strategic planning, a common technology architecture and infrastructure, effective project management, accountability, and establishment of statewide priorities."

¹¹ CIO's 2004 IT Management Plan, <http://www.maine.gov/oit/ITMgmtPlan/index.htm>

¹² Governor's Executive Order: An Order Concerning Effective Application of Information Technology, effective January 6, 2005: on intranet at <http://inet.state.me.us/ciocouncil/ExecOrder.htm>

¹³ CIO Memorandum to All Commissioners: IT Restructuring, dated May 27, 2005 : on intranet at <http://inet.state.me.us/ciocouncil/govdeploy.htm>

The governor ordered and directed the following:

1. That the legacy Office of the Chief Information Officer (OCIO) and the Bureau of Information Services in the Department of Administrative and Financial Services merge into a single office led by the State Chief Information Officer (CIO).
2. That the CIO lead and coordinate all statewide information technology outreach efforts to municipalities and other government entities to improve governmental services and foster economic development efforts.
3. That the State Budget Officer and the CIO recommend financial improvements and funding mechanisms.
4. That a CIO Council be established to advise and assist the CIO.
5. That the CIO undertake a unified, enterprise initiative for electronic messaging (email) and desktop provisioning, service and support.
6. And that the senior technology leader in each department report jointly to the CIO and their respective Commissioner under a matrix management model.

The Governor's executive order provided for significant real change in the reformation of information technology in the executive branch. In comparing Maine with other state governments, the executive order, as suggested by NASCIO¹⁴ studies, is a critical success factor which enables such changes a greater probability of a successful outcome.

○ **Momentum: The CIO's Memorandum on IT Restructuring**

Following the directive in the Governor's Executive Order, the CIO released a memorandum outlining the initial implementation plan. This plan was briefed to all Commissioners and IT staff statewide. The process is a transformational change, which is distinctly - a facilitation from a current, known situation to one that has not yet been determined. Recognizing that knowledge and buy-in from all areas of IT are necessary for successful transformation, the CIO's approach is deliberately more inclusive, rather than dictatorial, and therefore not all of the details have been determined in advance. Implementation planning is phased and dynamic. The prime directive is to avoid negative impact on agencies and their end-users during the transformation.

¹⁴ NASCIO: National Association of State Chief Information Officers, <http://www.nascio.org/>

The overall success of this plan and of OIT will be highly dependent on the cooperation, coordination, and collaboration of all IT staff across state government and agency leadership. Success also depends upon agencies pursuing a process that identifies the agency's business goals and priorities, and develops an agency business plan.

For more details see the CIO Council webpage at <http://inet.state.me.us/ciocouncil/govdeploy.htm>

○ **Validation: Office of Policy & Government Accountability (OPEGA) Review of OIT in 2005¹⁵**

OPEGA conducted an audit of Information Technology in the executive branch during the Fall of 2005. This was the first time that IT in state government was measured against a comprehensive industry standard audit. The full OPEGA report was published on January 23, 2005 and is available online at <http://www.maine.gov/legis/opega/reports.htm>

OIT welcomed the OPEGA assessment as well as the detailed Jefferson Wells International (JWI) report. The view of IT leadership is that an independent audit is an effective method to assess the current state of Information Technology (IT) risks and practices. The risks identified by this audit are serious and will be given priority attention as the newly formed Office of Information Technology begins to function with its new enterprise orientation.

The context and timing of the OPEGA review of information technology is especially noteworthy. The review started during a time of significant reorganization and appointment of new IT leadership. JWI commenced its collection of data while the outgoing organizational leadership was still in place, and finished its work just as the new leaders were taking their seats. Therefore, the OPEGA review is the last snapshot of performance under the outgoing governance structure. Future audits will enable us to measure our progress towards an improved organization against this starting benchmark.

The CIO and senior leadership at OIT are in general agreement with all the initial findings contained in the OPEGA report. They value the information gained by an outside assessment of the organization “as it was” and appreciate having a formal and authoritative itemization of areas in need of improvement (the “to be”).

The CIO and senior OIT leadership agree with OPEGA that it is reasonable to expect the benefits of the new enterprise reorganization to take three to five years before evidence of cost reductions and efficiencies of the IT consolidation appear. While this is true to realize full benefits, the benefits in cost savings (\$1.9 million) and efficiencies have begun to show during the first year.

¹⁵ Office of Program Evaluation and Government Accountability (OPEGA) of the Maine State Legislature, dated December 2005, Report No. CR-IS-05.

○ **Uncovering Our Organizational Strengths & Weaknesses**

OPEGA stated that our legacy IT culture rates high on the risk assessment scale. Management recognized this and hence many of the changes were already occurring in governance. The silver lining in this assessment is the independent “outsider” observation of the collective high value of our human resource in the IT ranks.

The legacy IT culture is one of “operational expediency”, a term coined by OPEGA to qualify their observation of the State’s IT workforce. Theodore Roosevelt described this as “Do what you can, with what you have, where you are.” OPEGA characterized our IT workforce as “technical craftsman and artisans” and from their interview with IT workers that “if it does not help me deliver IT services better, faster, cheaper, right now, then I don’t have time for it.”

Budget and manpower constraints during the maturing of IT worked to evolve this culture of operational expediency. The downside is that “the first casualties of this culture are documentation, procedures and controls.”

A prime goal of our new IT consolidation is a transition from our culture of operational expediency to that of a “process-driven” culture where policy updates will be guided by industry “best practices”, and procedures implementing these policies will be developed and implemented.

□ OIT' s Enterprise Transformation in 2005

○ **As We Were: 2005 Begins as separate Bureau of Information Services and Independent Line Agency Technology organizations**

As IT entered 2005, information technology governance, organizational structure, policies and procedures were status quo. However, planning was well underway to introduce a major transformational change by the end of the year.

Information Technology (IT) in Maine State Government developed over many years through grass roots efforts across individual agencies. As many as twenty-two different entities operated with the authority to make most technology decisions without restriction. Notable exceptions were telephone and wide area network/internet services which were operated centrally.

Agencies planned and managed application development projects internally, with little oversight. Poorly resourced projects, lacking sufficient skilled personnel resources, resulted in systems being brought online that were late, over budget and often with significantly poor performance¹⁶. Successful implementations were generally smaller, well managed, and surrounded by modern, well designed business processes.

With regards to comparing where we were, to where we are going, the January 2005 OPEGA report¹⁷ is significant as it is the last “snapshot” of the legacy structures.

○ **As We Are Now and Will Be: 2005 ends unified as the new Office of Information Technology**

As OIT ended 2005, our major shifts were well underway throughout every aspect of IT -- everywhere. The CIO presented an overview of these changes to the Joint Standing Committee on Appropriations and Financial Affairs in October 2005. OIT has made strides in governance, project management, change management, leadership, and organizational culture.

With formal IT performance management being introduced in the new enterprise IT organization, we will be able to meaningfully measure the progress and performance of the consolidated IT against the way we were.

¹⁶ MECMS, the DHHS system is the most notable system. Its situation has improved, but basic actions occurred throughout this project which in totality impacted the results negatively.

¹⁷ Office of Program Evaluation and Government Accountability (OPEGA) of the Maine State Legislature, dated December 2005, Report No. CR-IS-05.

With formal IT portfolio and project management being introduced in the new enterprise IT organization, senior leadership and policy makers will, for the first time, have a broad overview of the IT investment in the Executive Branch.

OIT cannot claim mastery of all these areas of change, but evidence of major movement in these areas is plainly evident. Transformational change is major change - cultural change - and requires significant time to take root, spread, and finally for results to emerge and become easily observable.

○ **An overview of the major changes in 2005**

- **New Governance model implemented.** The major shift in governance was the move from the legacy agency-centric independent way of conducting business to a holistic enterprise model. A new leadership team was announced by the CIO on September 26, 2005.

At the agencies, nine new AITDs (Agency Information Technology Directors) started their new positions on October 17, 2005. At the “central” part of the organization, the staff leadership commenced work in November 2005.

- **Enterprise-wide Project Management initiated.** Project management is essential for large and complex projects as evidenced by failures in major projects during 2005, notably the troubled Medicaid billing system (MECMS), and the Bureau of Motor Vehicles’ computer migration, both of which have had widespread public impact. New system implementation projects have frequently been over the established budget, behind schedule and/or resulted in systems that have serious weaknesses upon implementation.

A formal Project Management Office (PMO) has been created under the new OIT to improve the quality and depth of project management and reduce the risks associated with large development projects and system implementations.

- **Successful enterprise email consolidation accomplished.** Under the Governor’s Executive Order, one specific system that was to become “enterprise” was the state’s email system. At the beginning of 2005 agencies were standardized on one email product but owned and operated them separately through interoperable systems.

The enterprise email migration was completed on schedule (December 1, 2005) due in large part to the introduction of formal project management methodology. Such project management is now being introduced to other large undertakings by the new Project Management Office (PMO).

- **Change management planning instituted.** Most major change efforts in government and industry fail due to lack of recognition and assimilation of change management principles. The CIO recognized this and provided change management training to the incoming senior leadership early in the year.

As this is transformational change, and will take time, three major phases are recognized in our effort.

- We started with our “as is” legacy organization.
- We are currently (late 2005, and early 2006) in an “interim period” which is the most difficult and uncertain time.
- We are aimed squarely at our “to be” future. This is referenced by OPEGA as the three to five years that may be required to realize benefits.

The incoming leadership team met formally in October and was professionally facilitated through two days of team building.

Leadership team goals for the early interim (October through December 31, 2005) were established and communicated. The goals were:

- To continue to provide current or improved levels of service
- To establish new business relationships
- To create a competent unified new organization
- To establish goals and priorities for calendar year 2006
- **Vision of the Leadership.** The new leadership is united in vision, goals, and objectives and shares values and beliefs about the “to be” organization. The group developed the following vision for the future.

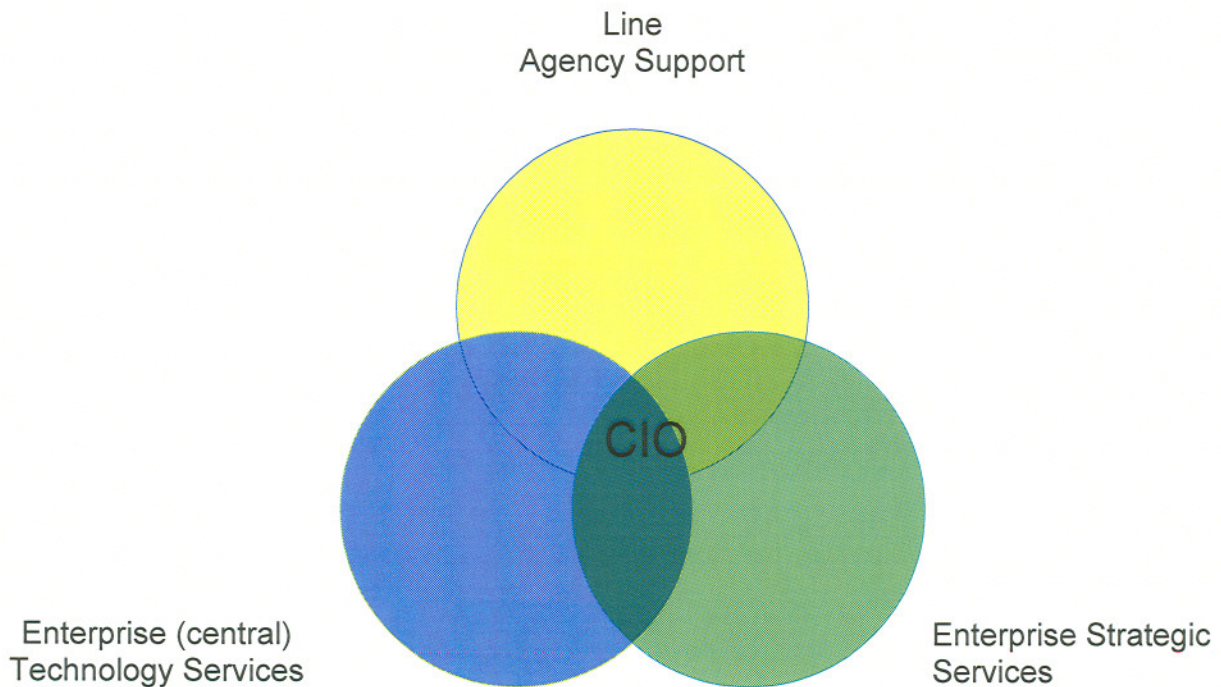
To create a new IT enterprise organization that is ...

- Committed to Excellence
- Respectful, Trustworthy, and Honest
- Communicating Effectively
- United in Purpose

▪ **The 35,000' view of the new IT enterprise**

A basic overview of the new enterprise organization is depicted below. What's new is the statewide unification of the leadership and management of information technology as an enterprise to gain financial economies of scale and improve information management.

As depicted in the diagram, of primary importance is to provide service and support to the line agencies (the agencies and departments) assisted by two major central groups: Enterprise Technology Services and Enterprise Strategic Services. Senior leadership reports directly to the CIO who orchestrates the entire team internally, and also works externally to represent IT statewide and nationally for the Chief Executive.



The table below (Central Technology Support) depicts a high level overview of how the enterprise organization is structured along a basic divide of business and technology within OIT. This business and technology structure provides for basic economy of scale to provide services to the line agencies and departments efficiently and effectively. Portfolio management, under the PMO & Policy office will for the first time, allow senior management and policy makers an enterprise overview of the State's IT investments.

Central Technology Support	
Business (Enterprise Strategic Services)	Technology (Enterprise Technology Services)
<ul style="list-style-type: none"> • Performance Management & Administration • Policy and Strategic Planning • Project Management Office • Enterprise Security • eGovernment 	<ul style="list-style-type: none"> • Client Technologies Services • Application Services • Operations Services • Network Services • Statewide Radio Infrastructure

The table below (How it was, and How it will be) provides a simple overview of how IT was structured at the beginning and at the end of calendar year 2005. As illustrated, we moved from a group of mostly independent line agencies with their own IT governance and IT technical infrastructure, to a new and unified enterprise governance. Eventually this will lead to the underlying technologies being aligned along enterprise lines rather than around independent agencies. The OPEGA report notes that the effect of this realignment will take three to five years.

How it was in the past (not unified)	How it is and will be in the future (unified)
Governance	
<ul style="list-style-type: none"> • CIO • Information Services Policy Board • Information Services Managers Group • Bureau of Information Services • Independent line agency IT management 	<ul style="list-style-type: none"> • CIO <ul style="list-style-type: none"> • CIO Executive Committee • CIO Council • Enterprise (central) service & support • Coordinated line agency IT management (AITD's)
Technology	
<ul style="list-style-type: none"> • Independent agency systems 	<ul style="list-style-type: none"> • Unified enterprise systems
<ul style="list-style-type: none"> • Independent agency applications 	<ul style="list-style-type: none"> • Coordinated enterprise applications
<ul style="list-style-type: none"> • Shared statewide applications 	

The Governor’s Executive Order enabled the IT transformation and specified budget savings to be attained by the consolidation. The table below (Budget Savings...) outlines the original targets and the revised estimates.

Budget Savings, Revised Estimates, and Technology Rate Reductions

Original Budget Savings: The original IT budget savings for FY06 and FY07

Amount by Fund	Fund				
	TOTAL	General	Highway	Federal	Other
FY06	\$ 1,900,000	\$ 1,175,000	\$ 103,000	\$ 190,500	\$ 431,500
FY07	\$ 6,515,000	\$ 3,765,000	\$ 508,000	\$ 919,500	\$ 1,322,500
TOTAL	\$ 8,415,000	\$ 4,940,000	\$ 611,000	\$ 1,110,000	\$ 1,754,000

Revised Estimates: The revised IT budget savings for FY06 are higher than originally budgeted with the following impact on funds

Amount by Fund	Fund				
	TOTAL	General	Highway	Federal	Other
FY06*	\$ 2,136,369	\$ 1,241,894	\$ 116,393	\$ 435,159	\$ 342,922

Technology Rate Reductions: Through new contract negotiations, improved productivity and efficiencies, savings to customers in seven (7) service areas provided by OIT will have been achieved.

Savings by Service Area

RATE REDUCTIONS	TOTAL SAVINGS
E-mail	\$191,520
File & Print	\$124,215
Desktop	\$190,944
Toll	\$343,868
Phone	\$194,779
Oracle	\$532,000
IBM	\$ 559,000
Total Rate Reductions	\$2,136,326

Reduction in IT Headcount

The FY06 budget calls for the elimination of 9 IT headcount. With the reorganization of IT statewide, 29 positions were targeted for elimination after filling the 20 new OIT leadership team positions. This process will be completed by the end of Q2 and the actual positions identified in Q3 FY06.

○ **Overview of the new Enterprise Technology Services**

The executive agencies (departments) are now supported by two major central groups: Enterprise Technology Services and Enterprise Strategic Services. The technical group is the Enterprise Technology Services group (ETS). The new enterprise begins the process of consolidating the underlying technology infrastructure under ETS. A brief description of each of the new technology areas follows.

- **Client Technologies Services.** Client technologies was created to manage all desktops statewide. On an enterprise economy of scale, they are responsible for desktop support (laptops, desktop PCs, phones, PDA etc), configuration/imaging management, provisioning/refreshment management, dispatch services, call center/help-desk and regional support services.
- **Application Services.** Application Services is responsible for enterprise-wide applications management. Many applications are common to all agencies and will be more effectively and efficiently managed from an enterprise perspective. Such applications as email, NexTalk¹⁸, MFASIS¹⁹, TAMS²⁰, and shared applications management such as GIS and imaging, are appropriately managed on a larger scale rather than in a fragmented and duplicative manner as in the past. Applications that are unique to one agency or program will remain tightly integrated in their native environment.
- **Operations Services.** Operations Services is responsible for IT facilities management across the enterprise. Application hosting services, storage management, and business continuity operations management fall under the auspices of the operations group. Most of IT operations occurs behind the scenes and is largely invisible but nevertheless essential for the interoperability of everything that we see on our desktops.
- **Network Services.** A robust network is also essential for the enterprise. Network Services is responsible for network management, network operations, plant engineering, voice networks, Active Directory, DNS/DHCP, and wireless networking. A dependable, redundant, and omnipresent network is the foundation for interconnectivity.
- **Radio Services.** Radio Services in the state have heretofore been significantly fragmented, outdated, and lacking in interoperability. The function of the Radio Services group is without precedent at the state level. Radio Services is responsible for communications towers, radios, cell phones, pagers, and public safety radio communications. **Maine State Communications Network** (MSCommNet or MSCN) is the largest technology project in state government at this time and is being led by Radio Services. The purpose is to modernize Maine's disparate radio communications networks and to foster interoperability; in day-to-day operations; for mutual aid; and to scale up to accommodate emergency task forces anytime and anywhere.

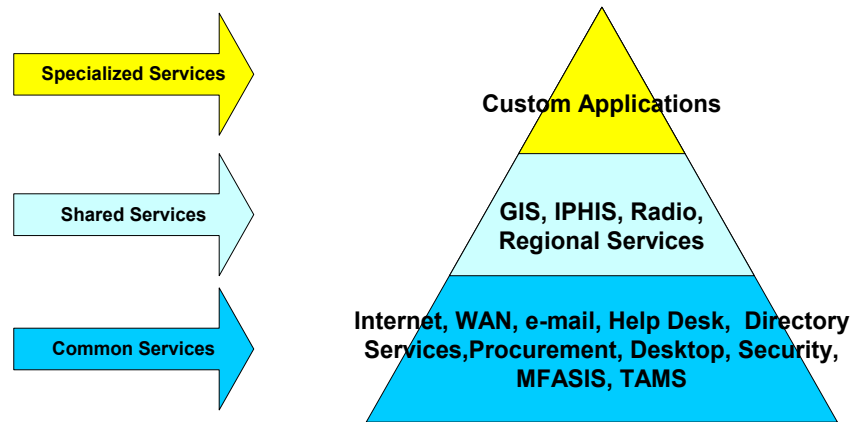
¹⁸ NexTalk: A system with special provisions for the communication needs of the deaf and hard of hearing.

¹⁹ MFASIS: Maine Financial & Administrative Statewide Information System

²⁰ TAMS: Maine State - Time and Attendance Management System (MS-TAMS)

▪ **Shared Services Pool**

Under the new enterprise, there will be a sharing of skills and resources among departments as needed. In the past, resources may have been available but were not structured or organized such that management could easily reallocate to accommodate episodic or ongoing needs.



Service and support to the line agencies will be organized as depicted in the “triangle model” above.

Specialized services such as custom applications that are unique to an agency will continue to be oriented similarly to the past.

Shared services will be delivered across the enterprise. For example, Geographic Information Systems (GIS) for mapping is a common tool used by most agencies. How they use GIS may differ, but the underlying data and maps are useful to everyone.

Common services are most obviously in need of being delivered across all agencies. Email was fragmented and is now delivered as a common product across the enterprise. Other such common services are being reengineered along these lines. Security for instance needs to be tight everywhere, to protect the whole enterprise and will benefit from a unified approach.

○ **Overview of the new Enterprise Strategic Services**

The executive agencies (departments) are now supported by two major central groups: Enterprise Technology Services, and Enterprise Strategic Services.

Governance and administrative functions are organized under Enterprise Strategic Services. The new enterprise begins the process of consolidating the underlying governance and administration under the direction of this group. A brief description of each of the major areas follows.

▪ **Chief Information Officer (CIO)**

In the new enterprise organization, the Chief Information Officer has overall responsibility for all of IT in state government in the Executive Branch. The new leadership is organized in a matrix management model.

All senior leaders report to the CIO, however, the nine Agency IT Directors report in a matrix model to both the CIO and their respective Commissioners.

▪ **Performance Management and Administration Office**

The administrative office has a new focus on measuring results and is responsible for performance management, contracts and procurement, licensing, financial services (budgeting, & rate setting), personnel services, and general administrative functions.

▪ **Project Management Office (PMO)**

The PMO ensures that projects succeed and are managed within scope – on time and on budget. The mission of the PMO is to develop and implement a project management standard methodology and support structure which will enable the information technology community to deliver high quality products that meet customer requirements. Additionally, the PMO will provide oversight of major projects to enhance risk mitigation and overall project management.

The PMO partners with agency managers in developing a culture that promotes and supports consistent application of project management standards. Championing collaboration across State agencies the Office is developing processes that will provide the State with a single view of project performance, enabling continuous improvement and alignment with business strategies.

The bottom line for the PMO is to ensure that projects are executed as originally intended, and to avoid the financial and business disasters of past projects gone awry.

- **Policy and Strategic Planning Office**

The policy office has responsibility for high-level policy establishment and communications including: legislative liaison, policy development, portfolio management (project review and procurement review), enterprise planning, enterprise architecture, new technologies facilitation, vendor partnerships, intergovernmental partnerships, and special projects.

- **Enterprise Security Office (ESO)**

The enterprise security office is also quite new and for the first time, oversees security from an enterprise perspective: the security of the whole enterprise is only as strong as that of the weakest link.

The ESO is responsible for enterprise security, security auditing, risk management, business continuity & disaster recovery, and security awareness and training statewide.

- **E-Government Services Office**

The e-Government office is very new and oversees all of the relationship of government services online from the state to the internet.

The e-Gov office is responsible for setting web policies & standards, web architecture, web administration, auditing and compliance, and e-Gov awareness and training. E-Gov is responsible for the contract administration for the State's web portal (www.maine.gov) and is staff to the INFORME Board²¹.

²¹ InforME (Information Resource of Maine) is the Internet gateway for businesses and citizens to interact with government electronically www.maine.gov/informe/.

□ **The Leadership role in the future of the Office of Information Technology**

The Office of Information Technology is in the very early phases of transforming the way we conduct IT business in the Executive Branch of state government. The OPEGA audit of 2005 provides us with an independent validation of the appropriateness of the direction in which we are moving. Our OPEGA auditors estimate that it will take three to five years for Maine to realize the full benefits of the reorganization, based upon their observation of our peers in similar organizations.

At some point in the future, perhaps three to five years out, the transformation of the Executive Branch IT governance and infrastructure will have become a solid, thriving enterprise. This will be the time to embrace the next iteration of “enterprise-ization” – to look for opportunities for more co-operation with the Judicial and Legislative branches, and the Constitutional offices. The OPEGA report illuminates this eventuality. Beyond the boundary of Maine State Government, opportunities abound for additional co-operation and interoperability with county and local governments.

In the evolution of restructuring IT in state government to be optimally efficient and ultimately effective for the citizenry, the first step is for the Executive Branch IT enterprise to get its house in order. Strong portfolio management will identify opportunities and manage investment to that end. Regardless of where we are in our transformation, we will work to uncover opportunities for resource sharing. To be successful, we will always adopt designs that recognize the need for local control and the primacy of business needs over technology.

During calendar year 2006 the Office of Information Technology will ...

- endeavor to successfully institutionalize the new enterprise approach to IT governance and consolidate key elements of IT infrastructure statewide
- venture to remedy the deficiencies illustrated in the 2005 OPEGA audit
- improve service and support to the agencies
- strive to ensure success of the IT transformation started in 2005 and achieve the bottom line -- **the economical optimization of technology service delivery and support to the agencies of Maine State Government.**

In our quest, we explicitly ask for steadfast support from the Executive, Legislative, and Judicial Branches, as well as from the Constitutional Offices. We believe that we are doing the right thing at the right time and place. In this day and age, information technology is the underpinning of all business.

Help us to help you be successful in the delivery of your service to the public.

□ Appendix A: Enterprise Organizational Charts

Four organizational charts are included in this appendix to provide an overview of the new enterprise Office of Information Technology, as it exists at its inception in 2005. Figure 1 is an overview of the entire organization at a high level. Figures 2, 3, & 4 are “drill downs” into each of the three major organizational areas: The Agency Services, Enterprise Technology Services, and Enterprise Strategic Services. You may note that this is presented as an “inverted pyramid”: with the Agencies, who support the business units at the top; the enterprise support services in the middle; and the enterprise strategic services at the bottom of the pyramid supporting the whole structure. This is to reflect the intent of the leadership to create a new customer-focused IT support organization.

- Figure 1. Overview of all Office of Information Technology (OIT)
- Figure 2. Agency Technology Services (Agency Information Technology Directors)
- Figure 3. Enterprise (central) Technology Services
- Figure 4. Enterprise Strategic Services

Figure 1. Overview of the Office of Information Technology

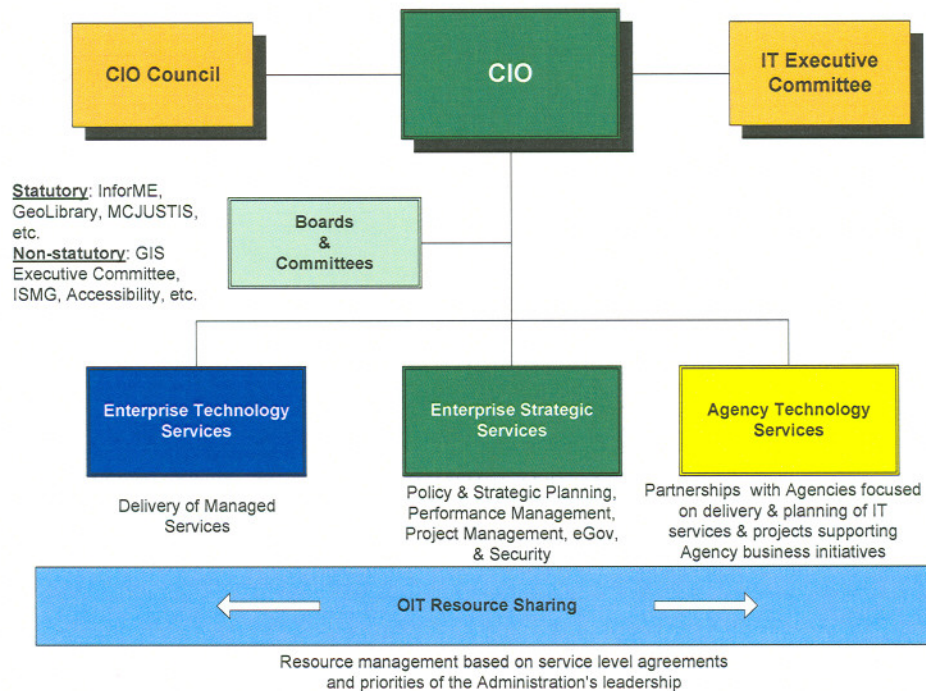


Figure 2. Overview of Agency Technology Services

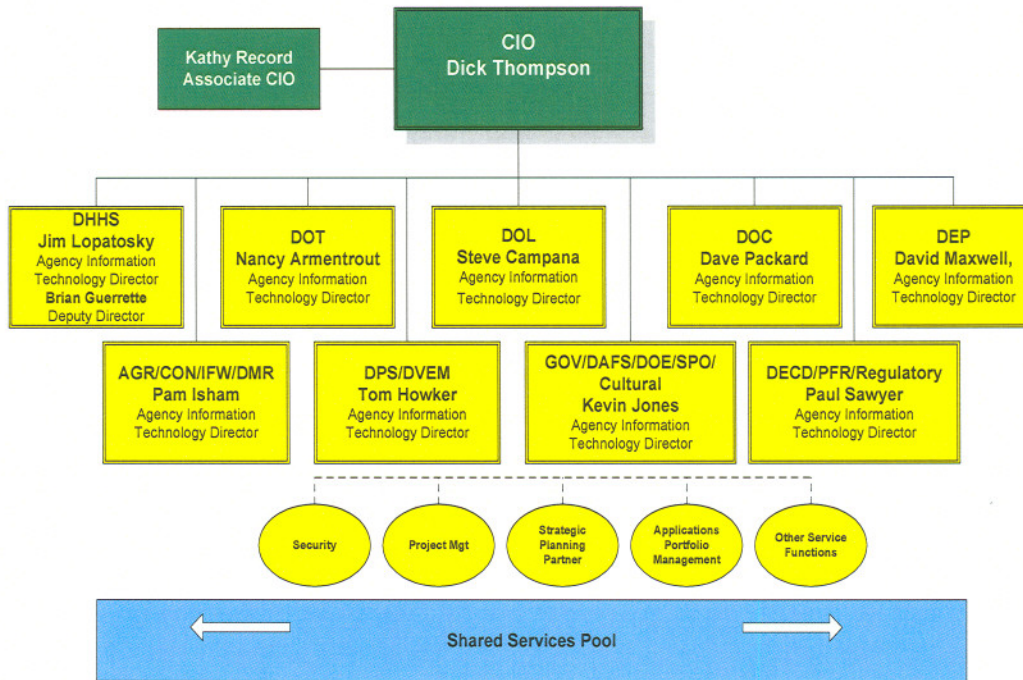


Figure 3. Overview of Enterprise Technology Services

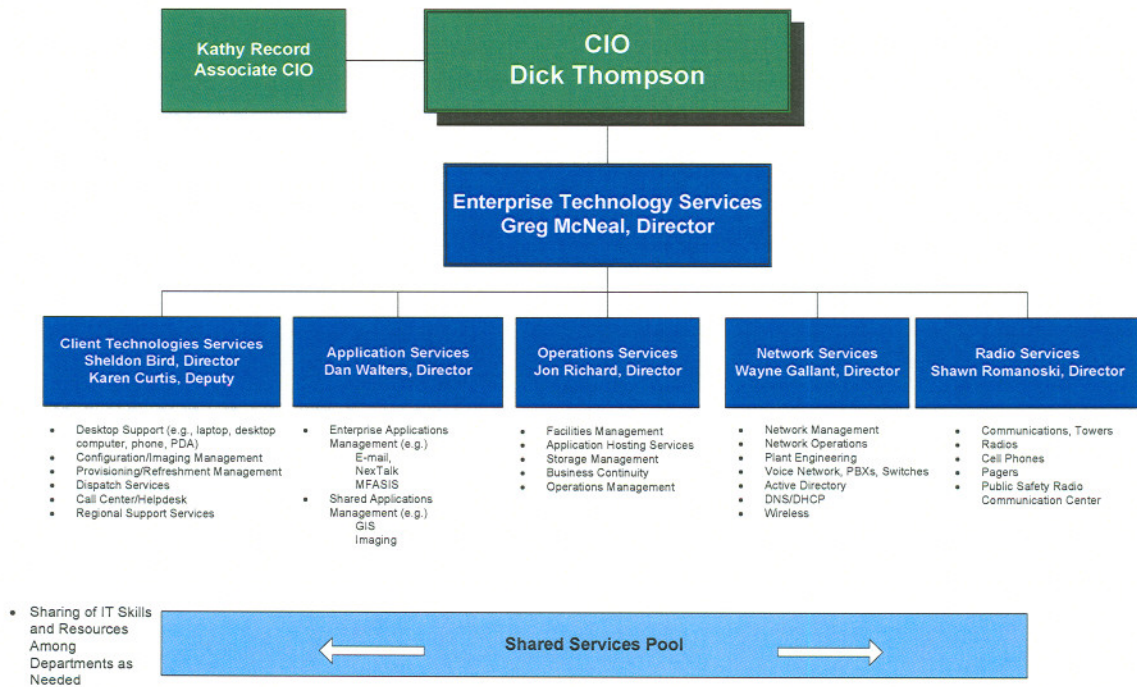
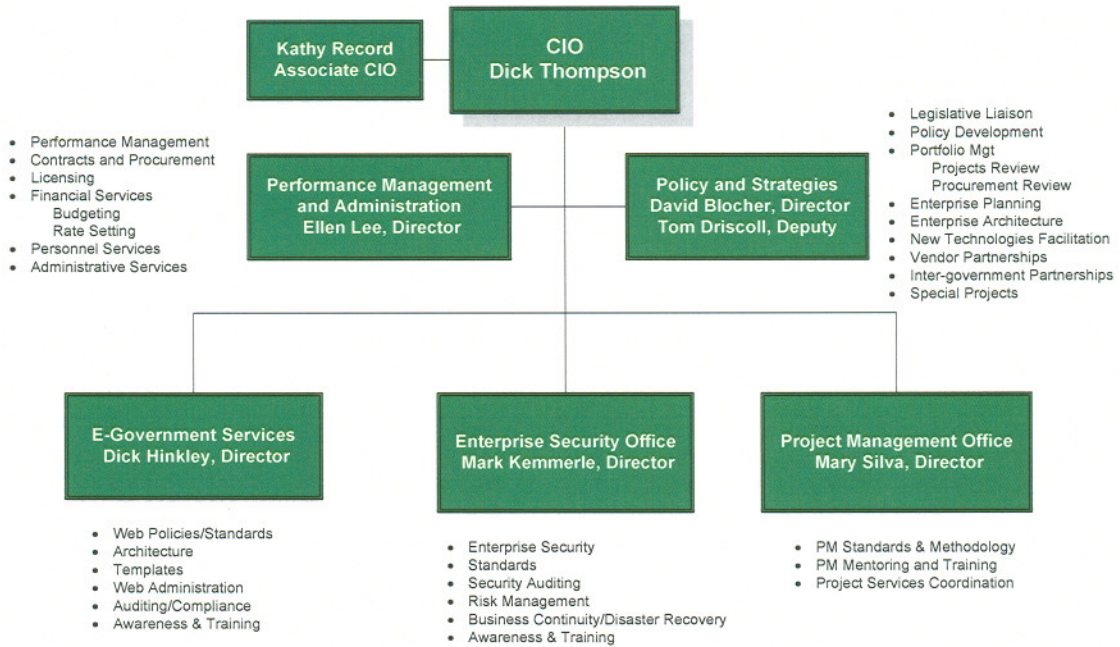


Figure 4. Overview of the Enterprise Strategic Services



□ Appendix B: Highlighted Accomplishments

□ Accomplishments at Agency Services Groups

▪ OIT@ Corrections (MDOC)

Corrections Information System (CORIS). In conjunction with xwave²², the Maine Department of Corrections (MDOC) has continued to work diligently on the development of its “web-based” Corrections Information System (CORIS). CORIS has been built from the ground up by the MDOC and is the only system in the country that has integrated functional requirements for Adult Institutions, Adult Community, Juvenile Facilities and Juvenile Community into one Offender Management System (OMS). This integration has enabled the department to provide a continuity of service that was heretofore not feasible. CORIS has been recognized nationally as a state-of-the-art offender management system that is quickly building a valuable repository of statistical data. Maine is one of only two states chosen for a National Institute of Corrections (NIC) study in which data from CORIS is analyzed to determine the effectiveness of targeted programs for reducing the likelihood of offenders re-offending. Several states have indicated an interest in making CORIS their OMS with Virginia and New Hampshire in the process of implementing their initial release.

In early 2005 the MDOC completed the finishing touches of Release 2.0 which included modules for: risk assessment, case plan, classification, property, institutional jobs, special management, unassigned cases, incidents and much more. In late 2005 CORIS Financials 3.0 (Restitution and Fees) was implemented, resulting in the ability to correlate central office’s restitution administration to real time information for probation officers which they can use to determine an offender’s restitution payment history. This knowledge has enhanced the timeliness and effectiveness of collecting restitution for victims of crimes.

CORIS offender phone system. 2005 also saw the contractual groundwork laid and design work established to build a CORIS offender phone system and a County Jail module. The phone system will significantly reduce the cost of calls between inmates and their families. The County Jail module will extend CORIS’s functionality to those County Jails that choose to participate. In the spring of 2006 and in conjunction with InforME, the MDOC will make available to the public an offender search website which will provide the ability for Maine citizens to access public information about any adult offender under the department’s jurisdiction.

²² Xwave: <http://www.xwave.com/usa.shtml>

Electronic Medical Records (EMR). Finally, the MDOC is close to signing a Memorandum of Understanding (MOU) with Virginia, New Hampshire, and xwave to combine resources for the purposes of building Electronic Medical Records (EMR) into CORIS.

▪ **OIT@ Health and Human Services (DHHS)**

ACES (Automated Client Eligibility System). ACES is the implementation of Federal 209 workflow status tracking functionality. This piece is absolutely vital to the ability to report accurately to the Federal government concerning food stamp funding on a monthly basis. Failure to accurately report the counts, sums, and totals for each recipient-related category results in penalties up to, and including, heavy sanctions. The task included developing a completely new set of ACES pages, database tables, and all the facilitating business services coding to successfully track the numerous data elements required for this reporting task.

MECMS (Maine Claims Management System). The Office of MaineCare Services within DHHS deployed a new Medicaid Claims Payment system to replace its legacy, non HIPAA²³ compliant, system in January 2005. As with some large scale systems, this one encountered more than its share of problems, resulting in contingency payments being paid for many months. While the system met with much bad publicity, MECMS claims adjudication rates have improved and contingency payments reduced in a much shorter timeframe than those reported by several other states that deployed new claims management systems to meet HIPAA requirements. As of January 2006, MECMS met all criteria agreed upon by the Office of MaineCare Services (OMS) and the Federal CMS agency to be declared stable. It is currently adjudicating claims at a rate comparable to most commercial insurance companies at 85%+. Efforts continue to complete the system and deploy all required functionality, including online access for providers, remaining reporting features, a Decision Support System (DSS) and Surveillance, Utilization and Recovery System (SURS). The project is tracking on plan to be completed mid-summer to early fall 2006.

In order to better support this new system, the OIT-OMS team began restructuring with the assistance of Deloitte. OIT-OMS needed to change their organizational structure to properly support the MECMS operational needs. Working closely with the new DHHS AITD, efforts were undertaken to develop an organizational structure that would both provide excellent customer service to the Office of MaineCare Services, but would also adopt the organizational goals and structure that was being proposed

²³ HIPPA: Health Insurance Portability and Accountability Act

at both the OIT and the OIT-DHHS levels. This includes preparing for matrix services where possible and utilizing the talents of new OIT organizations, including the PMO and other areas, to augment the OMS/OIT staff where gaps present themselves. The result is an organization which is poised to assume operational responsibility for MECMS well ahead of the time anticipated during the development of the system.

OIT has learned a great deal from the MECMS project and while the initial project implementation itself can be deemed a failure, the resulting changes to the information technology infrastructure, management and practices will benefit state government for years to come.

MACWIS (Maine's Automated Child Welfare Information System).

A Digital Dashboard was developed and implemented for MACWIS after viewing a presentation from another SACWIS state on a very similar product. Office of Child & Family Services (OCFS) program staff worked with state technical staff to develop a tool that tracks the federal performance outcomes that are vital to child welfare reform. State technical staff were able to take a proposal that our vendor at the time said couldn't be done and create the "digital dashboard". The benefit of this new reporting method allows program supervisors to monitor compliance on federal outcomes at the state, district, office, unit, and worker levels. Providing this information allows access to another "tool" in making better management decisions.

Also of importance is that we transitioned support of this application to primarily State staff. The MACWIS application has been active since 1998, during that time the MACWIS team had always been made up of vendor staff, a small state technical team, trainers from CWTI, and OCFS program staff. Through the first half of 2005 we implemented a staffing change where vendor staff was replaced with state technical staff. The benefits of this change could be seen in the increased control over release schedule, the timeliness of deployments, and saving to the state of roughly \$1 million dollars each year.

MAPSIS (Maine Adult Protective Service Information System). The MAPSIS system was launched into production for the Office of Elder Services. This system allows case workers to intake, update and track cases involving alleged abuse and neglect of the State's elderly population. This system also allows the DHHS to protect and improve the quality of life for Maine's growing older population. Maine currently ranks "oldest" in the nation or first in terms of the median age of its citizens.

eNET-ME. In August of 2005, Behavioral Health Services end users presented a need to collect client treatment and diagnostic data from

community providers in a reliable, secure and user friendly manner. Behavioral Services staffs were collecting data manually from community providers via forms which were mailed or faxed to the department and subsequently data entered into a system. The EIS system was designed to handle these types of data; however EIS did not have the security controls to securely allow access to external users. An Agile development approach to quickly identify the system components already purchased, developed and available in EIS was launched approximately August of 2005. Three modular components from EIS -- Assessments, Reportable Events and Plans -- were copied, minor additional functionality added and a new application published in minimum time and with little additional cost. This approach met the customers due dates, reduced training costs since training materials existed and staffs were already familiar, and saved development funds for use elsewhere. Mental Health began collecting client Enrollment data in January 2006, expects to start collecting Individual Support Plan assessment data early February and Mental Retardation to begin collecting Reportable Events data in early 2006.

- **OIT@ Economic and Community Development, Financial Regulation, and Regulatory Agencies**

Department of Professional & Financial Regulation. The Department completed major upgrades to its Agency Licensing Management System (ALMS) application. Upgrades included enabling applicants to renew licenses via the Internet, public access to current license status information via the Internet, automated sharing of licensing data with the National Association of Insurance Commissioners and the addition of a full case management module. By design the application accommodates the needs of regulated industries and many different professions. Also, because of the flexible design, the application can be reconfigured to accommodate changing needs and other licensing programs in state government.

Department of Economic & Community Development. The Department completed several major enhancements to mission critical web sites improving ease of use not only for staff, but more importantly for the users of these systems -- citizens and visitors to the State of Maine. The biggest IT challenge faced in the upcoming year will be the move from the legacy Novell file server to the Enterprise Active Directory (Microsoft) environment.

Public Utilities Commission. The MPUC made enhancements to its document management (Easyfile) application by doing on-line annual reports. This application allows for electronic submissions of utility annual reports, and allows the MPUC to calculate annual assessments from those reports and invoices are automatically created. The system

will be further enhanced in 2006 to allow for online filing and indexing directly to the system from the utilities using a web interface.

The MPUC also replaced their entire website in the early part of 2005.

Maine Health Data Organization. MHDO had expected to make significant upgrades to the SQL Server processing capacity with the acquisition of a new server and another 2 terabytes of storage in order to accommodate the larger than expected volume of claims data. The hardware was specified and requested in 2005 but delivery did not occur until the second week of January 2006.

- **OIT@ Environmental Protection**

Geographic Information Systems (GIS). GIS online training was completed for four classes, available from the MEDEP web site <http://www.maine.gov/dep/gis>. Over two hundred-twenty (220) people have taken the training to date. These people represent state employees, students, and people from other states and countries.

Several remote sensing products were delivered for Geographic Information Systems users in Maine. Statewide imperviousness data from 2004 imagery was created to model urbanization of watersheds. New 2004 satellite imagery from the SPOT-5 satellite were delivered for use in a wide variety of mapping projects. New high-resolution color satellite imagery was delivered for very detailed mapping in Baxter State Park.

Industrial Stormwater Permit Program. The Department implemented an electronic Industrial Storm Water Permit Program marking the first official use of the Environmental Facility Identification System (EFIS) as a production database. EFIS is a system which Maine uses in collaboration with South Carolina. Storm water in EFIS will allow entry of data from industrial, commercial, and municipal facilities in Maine and will electronically generate response documents. Additionally, the system will be used to target compliance inspections. Storm water in EFIS has greatly streamlined what would normally be a cumbersome, labor-intensive information management system.

- **OIT@ Labor**

Interactive Voice Response system. During the first part of 2005 an interactive voice response (IVR) system was made available to the unemployed to file their weekly claims using a toll free number. By the end of 2005 the Labor/OIT shop built and put into production an internet version of the above system allowing claimants to file via the internet. The combined impact of both systems resulted in a 60 percent reduction in claims workload processed by Labor employees.

Document imaging system. In December 2005 a document imaging and computer output to laser disk system was built and placed into production by OIT staff. The immediate benefit to the staff was a ten-fold improvement in the speed and accuracy of document retrieval, ease of indexing/general use and ability to modify/change by in-house staff.

▪ **OIT@ Natural Resource Agencies (Agriculture, Conservation, Fisheries & Wildlife, Marine Resources)**

Maine Sportsmen's Online System (MOSES). The ADAM team of OIT completed the transition of the Inland Fish and Wildlife Maine Sportsmen's Online System (MOSES) from MCI WORLDCOM Communications, Inc. and is now running the system with state-owned equipment and resources. This transition will provide the following benefits:

- The knowledge base for this system will transfer from a third party vendor to state OIT
- Assurance of long term support for a business-critical system
- Savings of thousands of dollars per month in support fees
- Unlimited ability to enhance and change the system as necessary due to legislative and technical changes or business process improvements
- Improved relationships among state agencies

▪ **OIT@ Public Safety, Veterans & Emergency Management**

Computing and Communications Business Continuity. Two significant projects were completed in calendar year 2005 which improved the state's communications and computing position in case of a man made or natural disaster.

(1) In October 2005 a high capacity optical fiber data communication ring was created between Lewiston and Augusta Maine. The ring carries both voice and data communications between the cities and between major computing sites. The ring was engineered to be fail safe. If a piece of equipment fails or if the fiber ring is cut, communications will be rerouted around the failure to the end destination. This ring significantly improves the reliability of state voice and data communications.

(2) In January 2005 the Office of Information Technology opened a second computing center. This center is located at a different site than the primary state computing center. The second computing center was constructed with multiple data communication paths, a large uninterruptible power system, a large generator and multiple cooling systems. As new computing systems have been introduced in 2005 they

have been architected to use both computing centers thereby improving system availability and reducing the risk of application downtime.

Central Maine Regional Communications Center. In October 2005 the Central Maine Regional Communications Center was opened at the Central Maine Commerce Center in Augusta. The new Emergency 911 dispatch site replaces antiquated equipment used at the Hospital Street State Police dispatch center. The new regional communications center will provide services to multiple communities and emergency service providers. The Communications Center uses a new radio tower, fully redundant voice and data communications systems, redundant power supply systems, modern dispatch workstations and new computer terminals. In February 2006 Gardiner will join the regional communications center. An on-going challenge to adding towns to the Communications Center is the issue that towns do not use the same dispatch, cruiser or incident management software. The software compatibility issue will be addressed on a case by case basis as more jurisdictions join the dispatch center,

Criminal Offense & Protection Information. The Department of Public Safety in partnership with the Judicial Branch initiated a program to transmit Bail Condition and Protective Order information to public safety officers in cruisers. This program provides officers additional background information on a person who has been stopped for some reason. In 2006 the Department of Public Safety also joined the Department of Justice National Public Sex Offender Registry. While sex offender information had already been available on the Maine.Gov web site, participation in the National Public Sex Offender Registry allows people to identify sex offenders by name or location (across states) from one web site.
<http://www.nsopr.gov/>

Maine Emergency Preparedness Exercise Planning (MEPEP). MEPEP is the implementation of a system to track emergency preparedness planning exercises carried on by diverse groups of emergency personnel, such as Hospitals, Law Enforcement Agencies, Bureau of Health, Educational Institutions, Firefighters, DEP, DOT, Civil Air Patrol, MEMA, medical personnel and many others. This system is accessible to the many groups who need to coordinate and perform emergency planning exercises. The benefits to these groups are that all exercise information is contained in one place; other agencies can jump in on an exercise because they can see what exercises are planned for a particular time period; a lessons learned narrative captures information that aids future activities.

- **OIT@Transportation**

In 2005 the IT at Department of Transportation (DOT) became part of the Office of Information Technology. DOT notably has one of the larger legacy IT organizations.

PONTIS implemented. In 2005 DOT implemented PONTIS; a powerful bridge management software program. PONTIS is a tool that assists in the challenging task of bridge management. It stores data on bridge inventory, condition history, and project tracking information in a large database. The software enables bridge managers to analyze bridge data using a series of simulation, optimization, and evaluation tools to predict future bridge conditions and needs, develop optimal bridge policies, and recommend bridge projects and schedules within policy and budget limitations.

Other accomplishments include: implementation of Route Log Mile Filter – an easy way to check information on a route; development of an Intranet map viewer for transportation projects; replacement of the URIP system – Urban/Rural Initiative Program – which pays municipalities for local maintenance of roads; implementation of a mapping tool for environmental review and architectural surveys of transportation projects; implementation of an internal IT Planning process; and added a work request component to our change process – which assesses, catalogs and assigns work.

□ Accomplishments at Enterprise Technology Services

▪ **Enterprise Email.**

OIT consolidated independent Executive Branch email networks into one enterprise system. The migration to the Exchange 2003 Enterprise e-mail system which began in February 2005 and was completed by December 1st 2005 now serves over 13,000 users including the Judicial Branch and the County District Attorney Offices. The benefits are: we now have a high-availability email system; we achieved an economy of scale that will drive operational costs down in the long run; we can apply policy and procedure uniformly and equitably across all users across the enterprise; and we now have a large enough user base to aggressively and cost-effectively pursue enhancements to provide better support for agency business functions.

▪ **Mainframe Computers.**

In July 2005 the State of Maine IBM mainframe was upgraded to a new model which offers 64 bit computing versus 32 bit operations. This server will easily support Maine State Government computing for the next five years. The Bull Mainframe computer continues to be used by the Department of Health and Human Services and the Bureau of Motor Vehicles. All software upgrades and changes to the Bull mainframe have been frozen since 1999 in anticipation of agencies moving off of the server. In 2006 actions will be required to transition applications from the Bull onto other equipment or services.

▪ **Enterprise Geographic Information System.**

In 2005 the Maine Office of GIS (MEGIS) added two very popular data layers to the data catalog and the internet map viewer. These were new high resolution color orthoimages jointly funded by the Maine Library of Geographic Information (MLGI) and the U.S. Geological Survey (USGS) and covering 238 municipalities. These layers have been of incalculable value to business, state and local government and the general public. They not only provide recent aerial photography on which objects a few feet wide can be identified but also provide the ability to measure objects to within 90% of their actual size and location.

The state's enterprise geographic information system (GIS) database grew to almost 2 Terabytes this year and usage by state agencies, local government, the public and private sector grew dramatically. On average throughout the work day during 2005, there were 110 connections from state agency staff or programs. During that same time, there were a total of 211,992 public visitors to the MEGIS portal or an average of 580 visitors per day. This accounted for a total of 6,226,542 hits on the portal's data catalog with users downloading a total of 1154.66 GBytes of

GIS data. In addition, 17,526 visitors used the state's internet mapping services. The average user spent 56 minutes using the services per session. Broad benefits of the enterprise GIS database include increased availability of digital geographic information, highest quality data made available to everyone, and a reduction in duplication of effort.

In 2005 MEGIS administered the Maine Library of Geographic Information Municipal Parcel Grants program. In early 2005, 81 towns applied for grants in the first round and 45 were approved for awards. In the second round in late 2005 to January 2006, 39 towns applied for grants with 26 being approved. The total amount awarded to towns in both rounds was \$371,576. The primary benefit has been the centralization and standardization of data traditionally stored and maintained at the local level. This is important to state agencies but also gives municipalities a regional outlook. An important subsidiary benefit has been accelerated development of municipal GIS programs.

The Maine Office of GIS is providing services to the Federal Emergency Management Agency and Maine State Planning Office to upgrade digital flood insurance maps using the Maine's new high resolution imagery. 100 panels covering 18 townships in Cumberland County were completed in 2005. This is a statewide program that will continue for the next five years with an ongoing maintenance component. The Digital Flood Insurance Rate Maps (DFIRM) are critical tools used by land use and mitigation planners, economic and community development officials, code officers and building inspectors, engineers, lenders, insurance agents, as well as the public to help ensure the appropriateness and sustainability of new and re-development occurring in flood hazard areas along water bodies.

- **Radio Systems Upgrade.**

The Office of Information Technology is leading a partnership with the Departments of Public Safety, Transportation, Inland Fisheries & Wildlife, Marine Resources, Conservation, and Corrections to modernize State government's radio communications network. The Maine State Communications Network (MSCommNet or MSCN) is a \$49,000,000 project, the largest technology project in our IT enterprise portfolio. We are currently in the design and engineering specification phase through June 30, 2006. The construction phase will commence in Fall 2006. Maine will have a fully modernized interoperable radio communications network by the end of 2009.

□ Accomplishments at Enterprise Strategic Services

- **OIT @ Project Management Office (PMO)** The Office of Information Technology recognizes that no single activity has a greater impact on the IT infrastructure and associated costs as does sound project management. To ensure that projects succeed and are managed within scope – on time and on budget – there has been a sharply increased focus on project management.

Providing support for this strategy is the new Project Management Office within OIT. The mission of this office is to develop and implement a project management standard methodology and support structure which will enable the information technology community to deliver high quality products that meet customer requirements within schedule and budget.

The PMO serves as a partner with agency managers in developing a culture that promotes and supports consistent application of project management standards. Championing collaboration across State agencies the Office is developing processes that will provide the State with a single view of project performance, enabling continuous improvement and alignment with business strategies.

- **OIT@ Policy and Strategic Planning Office**

Formation of Project Review Committee. As part of our Portfolio Management Process, OIT is forming a Project Review Committee (PRC) to formally review and approve new development projects prior to their initiation. The goals of this new process are to help reduce project risk, improve the ROI²⁴ of projects, improve alignment with enterprise architecture and initiatives and to identify areas of potential cooperation between projects.

The committee will be supported by a Project Risk Assessment Team who will review proposals and work with submitting agencies to try to reduce or mitigate risks. A risk report and the project proposal will be sent to the PRC for final determination as to whether the proposed project should be implemented, modified or a new approach considered. The project sponsor, project manager, AITDs and other interested parties will be invited to attend the PRC review.

This is a new process and will undergo testing and modification before being widely applied. Initial test candidates will include NetID Replacement (OIT), Records Information Management for Email (Secretary of State), and the Annual IT Workplan (DOT).

²⁴ ROI: Return on investment

- **OIT@ e-Government Services Office**

Web Standards. As a result of the new State of Maine Web Standards, many changes have occurred. All agencies are converting their websites to the state templates, resulting in the websites improved usability and accessibility. Each department has identified a web coordinator who will be responsible for all the webmasters in their respective departments and for accessibility. Web coordinators are registered with the Office of the CIO and they in turn have registered their departments' webmasters. Additionally, the State has purchased software (HiSoft) which tests all web sites across the enterprise for accessibility and reports results to the agencies.

- **OIT@ Enterprise Security Office (ESO)**

Response to the OPEGA audit. The ESO took immediate remedial action in response to deficiencies noted in the OPEGA audit with regards to electronic and physical security. Priorities for remediation were established according to the risks assigned in the report. High risk issues were addressed even before the OPEGA report was published. Work is ongoing and specifics are not widely publicized for obvious reasons. Specific and detailed review has been provided to appropriate executive leadership and legislative oversight bodies. Enterprise security is a high priority for the new Office of Information Technology.



DEPARTMENT OF ADMINISTRATIVE & FINANCIAL SERVICES

Office of Information Technology

STATE OF MAINE

2005 Annual Report