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2006

ANNUAL REPORT

INFORMATION TECHNOLOGY
IN
MAINE STATE GOVERNMENT



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PREFACE

This report is designed to fulfill the statutory reporting requirements of the Chief Information Officer found in 5MRSA Chapter 163 §1973 Subsection 3-B; 5MRSA §1974 Subsections 5 and 6. Those requirements are:

- Report on Information Technology Planning process.
- Report achievements, problems and the procedures planned for resolving the problems related to information technology
- Report written policies and standards for data processing and telecommunications

The attached report demonstrates how the IT community is making the right changes and choices to achieve the most success from our system.

EXECUTIVE SUMMARY

On July 01, 2005, the Office of Information Technology (OIT) underwent a major consolidation and, as a result, became an organization within the Department of Administrative and Financial Services (DAFS). The expectations at that time were to establish a consolidated, high performing organization to manage the computing infrastructure for the Executive Branch of State Government and to support the technology efforts of other agencies and branches.

The pace of the consolidation has been slow, steady, and with some bumps in the road. Agency Managers perceive lost “flexibility” in staff assignment and in managing IT expenditures. The ability to direct immediate attention and finances to specific needs and priorities is now considered to be more cumbersome. No longer can necessary IT expenditures be deferred to accomplish other priorities, particularly if infrastructure is placed at risk. These decisions now rest with OIT. The culture changes on staff and government as a whole have challenged the new management team. To a person, they have kept their resolve and are creating a paradigm shift that will be effective.

The Office of Program Evaluation and Government Accountability (OPEGA) report published in January 2006 validated the direction set by the leadership in the consolidation process. At the same time, the study also estimated it would take three to five years to reach the true potential of such an endeavor.

One of the most serious issues facing information technology in the past year was inadequate security. Several security breaches at national and state levels were highly publicized, the most notable being the US Veteran Administration’s (VA) loss of personal data on millions of American Veterans. Their former CIO, Robert McFarland was quoted, “They’re on the right track with the reorganization and consolidation of the infrastructure because that will give a better opportunity to put good controls in place”. The same is true for the Maine. We are making major changes that are consistent with those made by the VA. Vigorous attention to strengthen infrastructure, improve security, and make wise investments is key. At the same time, the organization will need strong support in order to improve upon the successes of the past year.

The strategic planning, project management and implementation of new systems in State Government is undergoing overhaul. The MECMS project (DHHS claims management system) demonstrated failure in the structure and follow through of processes in place. State Government now has a project management protocol, and oversight office and is rapidly developing the skills to take responsibility for doing things right.

This report reflects a change in approach in the delivery of information technology services. The new direction creates an emphasis on sharing, economies of scale, and a renewed focus on our infrastructure. The intent is to use enterprise thinking while recognizing departments’ unique needs and expertise.

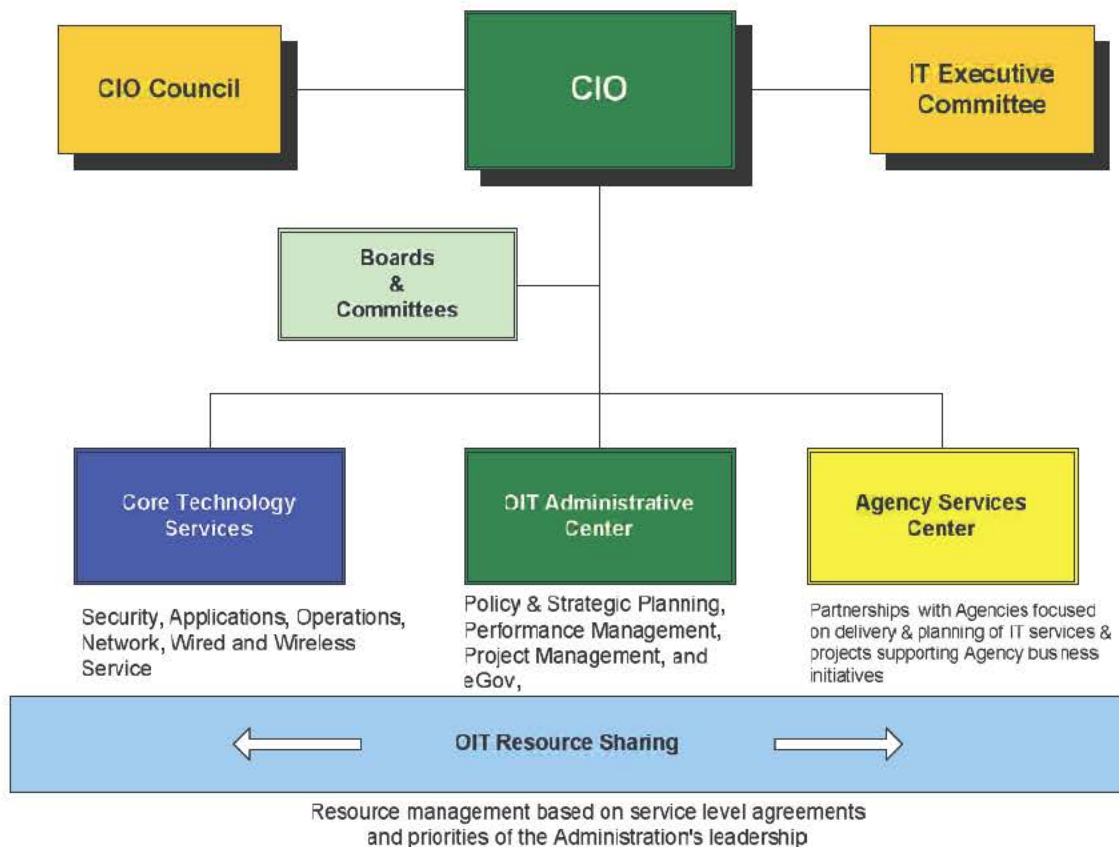
In summary, this report captures the activity over the last year, particularly the transfer of staff, organizational activity to manage the service delivering systems, responses to the OPEGA audit report, and specific actions related to Security and Project Management. It highlights budget activity, agency accomplishments, rates and anticipated investments. Additionally, this report addresses information technology assets, network operations and most importantly budget impacts. It concludes with planned actions for the future and how the State’s risk in IT will be mitigated.

PROGRESS TOWARDS TRANSFORMATION

The Office of Information Technology was statutorily formed within the Department of Administration and Financial Services on July 01, 2005. Over the ensuing twelve months, a new management staff was created from existing IT professionals, leading to a reduction in the total number of Senior IT Management positions by nine (9). Since the last annual report, all but a few IT personnel within the Executive Branch agencies have been transferred to the Office of Information Technology.¹ The majority of the transfers occurred in late May and June of 2006 by financial order, as anticipated in the statute. The remaining personnel are being reviewed to determine appropriate disposition based on the actual work performed, while remaining cognizant of meeting the overall agency needs².

OIT's basic structure remains similar to that reported one year ago and as was originally designed in the management planning of OIT.

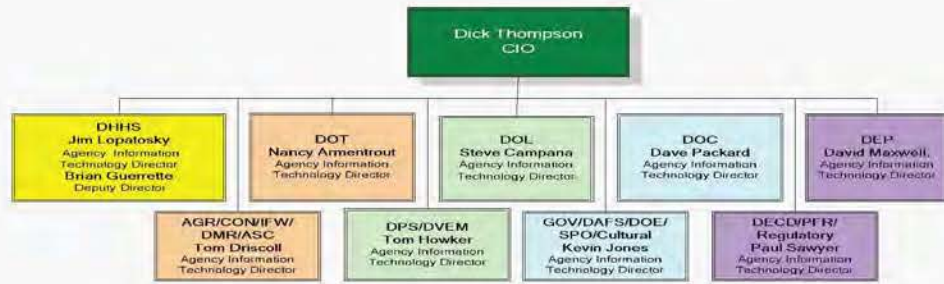
Figure 1. Overview of the Office of Information Technology



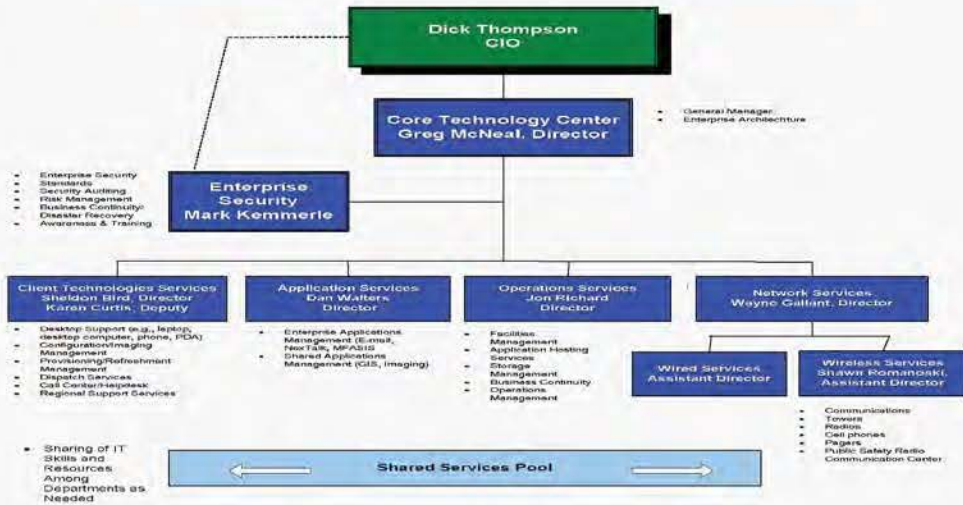
¹ There are several IT staff persons (approximately 10) who remain within agency control. Final transfer order will happen within the next six months.

² Some positions perform multiple functions within an agency, many outside the scope of information technology personnel in general. Transferring those persons may leave serious gaps in an agency's overall service delivery.

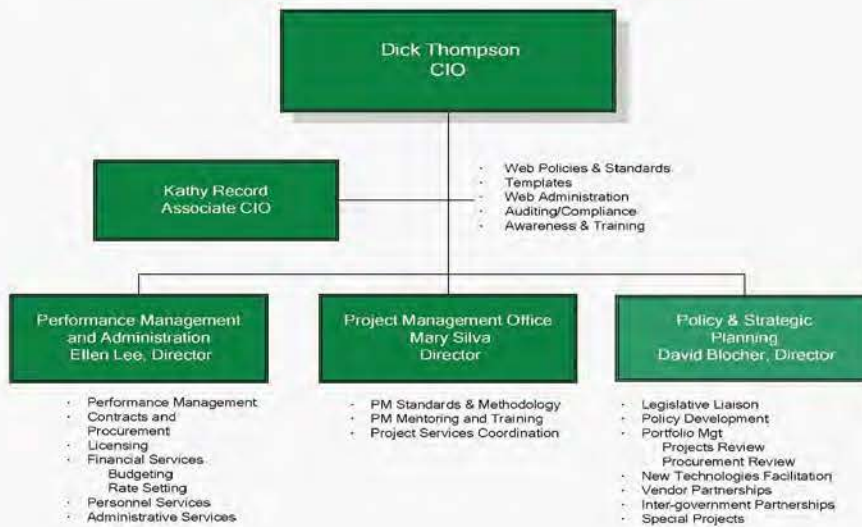
Agency Services Center



Core Technology Services



OIT Administrative Center



While the personnel transfers to OIT have taken place, the alignment of key staff, evaluation and improvement of performance is taking longer. There are many, many talented and dedicated persons supporting information technology today. There are also several who have been assigned to positions but require increased skill sets to support twenty-first century information technology. Training is necessary and is planned to update skills where appropriate. The consolidation provides areas of opportunities in which to better align staff capabilities to work requirements.

The administrative systems inherited from the former Bureau of Information Services (BIS) are proving inadequate to meet the demands of higher volume of transactions and management tasks. This is being addressed, beginning with a complete requirements analysis and acquisition of the billing system. Redundancy in network infrastructure and facility improvement needs top the list of activities on the horizon.

Employees involved in support functions for desktops, servers, and networks within individual agencies were joined with the staff of the former Bureau of Information Services to create the new OIT Enterprise Services Section. Five specific basic service units were fashioned around technological disciplines such as network services, operations (data centers), customer support, shared application development and radio services.

The OIT Enterprises Services Section bears great responsibility and is critical to the general delivery of services to the user agencies. The communication backbone and the operations components are significant lines of defense for security. The infrastructure must be available to serve needs 24X7X365. To clearly denote the true responsibility and to conform with common naming conventions, the previous "Enterprise" distinction was changed to "Core Technology Services". The Director's working title was changed to Chief Technology Officer, responsible for the technical operation of OIT's basic services.

A review of the original IT Management Plan was conducted in October and early November of 2006. The resulting document, titled "We do IT" established operational objectives for the management and staff, plus continued to refine and narrow the management structure. The most significant changes were the elimination of the E-Gov Services Director position, the duties managing these services to fall under the Associate CIO.³

Many hours have been spent reviewing expenditures and developing agency budgets. Several agencies were under funded to maintain proper equipment, security and updated operating systems. It had not been their highest priority and that was understandable. Today, there can be no weakness. The CIO worked with the State Budget Officer and Commissioner of the Department of Administrative and Financial Services to address those deficiencies. The Budget section will identify where investments are being increased.

³ This was possible based on retirement of the existing Director. The deliberate right sizing of the organization should continue as opportunities arise.

OPEGA AUDIT, EXPECTATIONS AND STATUS

The Office of Program Evaluation and Government Accountability completed its Audit of Information Technology in State Government shortly before last year's report by the Chief Information Officer (CIO). A number of conclusions and findings were reported to their Oversight Committee. Two significant areas of concern, Security and Project Management are described in their own sections of this report in detail. A full report is available on OPEGA's website.

OPEGA has also completed its initial follow up of progress towards commitments made by OIT Managers to make improvements. The OPEGA Director and staff authored a Legislative Oversight Guide document as a guide to the OPEGA Government Oversight Committee, the new Committee of jurisdiction for information technology, and the Committee on State and Local Government and for Legislators in general. This document presents an independent status based on ten basic areas related to IT management. OIT takes the findings of OPEGA seriously and cooperates fully in their processes. The current status is typical of a very young organization seeking to address wide areas of responsibility while maintaining current services.

Institutional Practice	Definition	IT Current Status
Human Capital Management	attracting, retaining, and motivating the people who possess the knowledge, skills, and abilities that enable an organization to accomplish its IT mission	largely underway
Strategic Planning	establishing the agency's mission and vision, including core values, goals, and approaches/strategies for achieving the goals	underway but unstable
Organizational Structure Management	aligning operational responsibilities with business and mission goals and objectives, and maintaining an accountability framework	underway but unstable
Risk Management	addressing potential events or situations that threaten the successful achievement of organizational objectives	very early stages
Business Continuity Planning And Security Management	ensuring the maintenance or recovery of operations, including services to customers, when confronted with adverse events such as natural disasters, technological failures, human error, or terrorism	very early stages
IT Investment Management	selecting and controlling IT spending so as to maximize return on investment and minimize risk	aware but not yet underway
Customer Relations Management	focusing an organization's operations on how to best satisfy customer needs	area of concern
Fiscal Management	budget formulation and execution, financial control and acquisition that enables an organization to track its use of material resources	area of concern
Enterprise Architecture Management	developing, maintaining, and using an explicit blueprint for operational and technological change	area of concern
Knowledge Management	capturing, understanding, and using the collective body of information and intellect within an organization to accomplish its mission	area of concern

OPEGA highlights the need for patience, persistence and commitment. OIT agrees with these, and understands OPEGA's strong statement that regular reporting and review should occur.

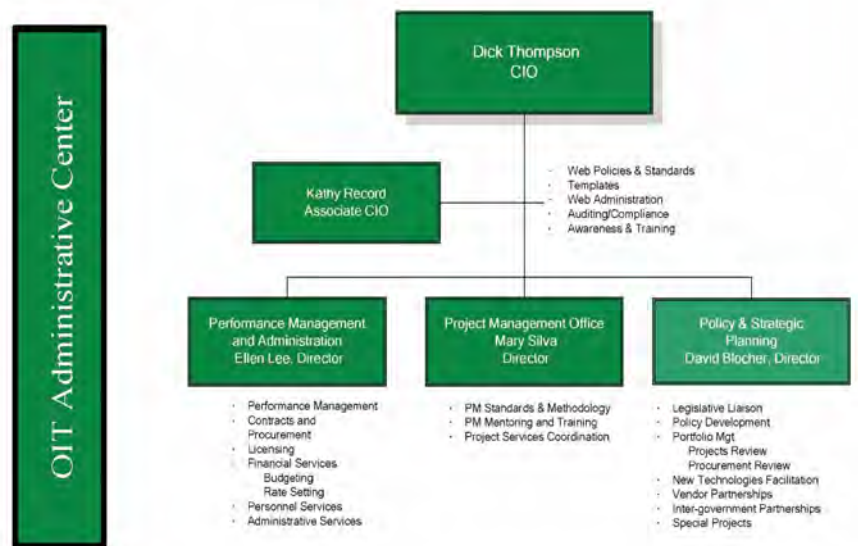
OIT ADMINISTRATIVE CENTER

The OIT Administrative Center provides services to sustain the ongoing efforts of OIT in supporting the business needs of State of Maine agencies in responding to citizen requirements for cost effective technological solutions. The Administrative Center consists of the Office of the CIO, Performance Management and Administration, the Project Management Office, E-Government Services, and Policy and Strategic Planning. These entities report to the CIO and provide the day to day support and guidance to OIT proper.

Performance Management provides the financial and administrative support for OIT's centralized technology support services to state agencies. Working with the Service Directors, Performance Management provides rate setting guidelines, billing services, budgeting, and IT procurement and contracting support. In addition, Performance Management oversees the Quality Assurance function within OIT, to continually strive to deliver services that meet or exceed customer expectations in timeliness, satisfaction and quality.

Project Management Office has developed and is implementing a project management methodology and support structure which provides the information technology community with a process to conduct a disciplined, well-managed, consistent delivery of quality products, on time and within budget.

E-Government (eGov) Services leads and coordinates the integration of statewide delivery of electronic services; externally to the citizens of Maine and the general public and internally to the State employees and agencies. E-Government Services works with the InforME Board in managing the award winning Maine.gov portal.



Policy and Strategic Planning enables information sharing across traditional barriers, enhances state agencies' ability to deliver effective and timely services, and supports agencies in their efforts to improve government functions and thereby, services. Areas of focus include; policy development, portfolio management, strategic planning, architectural infrastructure and application lifecycle.

Policies Adopted in 2006

- **Policy to Govern Information Security Risk Assessments of State Computer Applications and to Ensure the Prompt Remediation of Deficiencies.** The purpose of this policy is to document and clarify responsibilities and processes regarding security assessment of computer devices and their applications, and subsequent remediation of deficiencies for all applicable information systems.

This may include but is not limited to tools that scan for common operating systems and application configuration and program vulnerabilities.

- **Policy on Access to Data and Information on State Owned Computer Devices⁴.** This policy sets forth the respective responsibilities of State departments and agencies, and the Office of Information Technology, in responding to Freedom of Access Act requests for data or information that is hosted on state-owned computer devices.
- **Policy on the Provision of Private Sector Wireless Internet Services to the Public from State Facilities.** The purpose of this policy is to govern the private sector provision of free, or low cost, wireless internet access services to the public from State of Maine owned or leased facilities.
- **Portfolio Management Policy.** The purpose of this policy is to establish the agency Information Technology (IT) portfolio as a primary tool to support IT decision-making. An IT portfolio demonstrates the relationships among current and planned investments. The portfolio enhances the ability of key decision-makers to assess the probable impact of investments on an agency's programs and infrastructure, as well as on the overall state IT infrastructure. Additionally Portfolio Management encompasses an agency's strategic business plan, the technology strategic plan, their current technology infrastructure, an IT security plan, an audit checklist, the agency's disaster recovery plan, and project documentation.
- **Website Acceptance Policy.** The purpose of this policy is to document and clarify responsibilities and processes regarding the conformance of agency websites that are the target of significant content augmentation and modification.
- **Remote Hosting Policy.** This Policy establishes the requirements and responsibilities for hosting Maine State computer applications by external hosting vendors.

⁴ Computer devices include laptops, personal computers, servers, networks, hand-held devices, etc.

CORE TECHNOLOGIES SERVICES

Founded in November, 2005, Core Technology Services (CTS) exist to provide customer service, operation and support to the state's IT users - the "front door" of OIT. CTS provide help desks staffed with qualified technicians who can track and repair problems, handle a broad range of customer requests, provide information, and route requests to appropriate staff in OIT. CTS support nearly 13,000 PCs, laptops and accessories in over 140 offices statewide. It operates several data centers and two print facilities. CTS also manage the new radio voice and data networks, and shared application services.

In the main, the first year of operation has focused on setting up an interim organization that could keep providing service while it was reorganizing, at the same time working on the future state. While far from perfect, CTS has accomplished what was needed and is poised to move forward on the goals and vision of the Governor and the CIO. CTS is one year into a three-to-five year journey, and expect at the end to be a world-class service organization.

Network Services

The Network Services Division (NSD) is responsible for provisioning, support, and planning for voice services to all state government agencies and WAN/LAN (wide area network/local area network) networking for executive and judicial branch agencies. In addition NSD manages all



network systems including internet connectivity, firewalls, intrusion protection, remote access, IP address management, Domain Name Service (DNS) resolution, and root Active Directory administration. Consolidating all voice, data and other telecommunications related services into one centrally managed unit results in a high degree of interoperability, lower delivery costs, and facilitates the integration of new technologies. The division is staffed business days from

7:00AM to 5:00PM and supports critical infrastructure components and services with intelligent network monitoring and 7 x 24 on call support.

Voice services consist of core features such as dial tone, voice mail, call forward, and intra/inter state toll calling. Solutions from simple auto attendant capabilities up to custom call management systems are available for main line call routing and high volume call centers. Maintenance and support for these services is managed by NSD who utilizes a combination of in house and vendor resources. Excluding toll and other billable services, the cost for maintaining core voice service to the 17,000 wire line phones will be approximately \$6M for FY08.

Connecting over 450 sites the NSD managed local and wide area networks support a variety of IP based packet types including data, voice, and video. Approximately 20,000 devices are

connected to local area networks that support up to gigabit speeds and advanced features such as virtual LANs, quality of service, and power over Ethernet. All local area networks are connected to the state's wide area network that utilizes transport technologies from copper to dark fiber to achieve bandwidths from 56kb to 12gb. Overall reliability and performance of the wide area network is enhanced through the provisioning of a SONET (Synchronous Optical Network Technologies) based metropolitan area network in Augusta and redundant links to major hub locations. Including costs for all network system support, operating and maintaining WAN/LAN services is estimated at \$5.3M for FY08.

Other provided services include facilities engineering, load balancing, application network benchmarking, and network design. Numerous office renovations, relocations and consolidations keeps NSD busy engineering building designs and overseeing telecommunication wiring providers.

Successful projects completed by NSD in the last year include:

- ✓ Completion of the five node 2.4gb SONET ring connecting both data centers and three major facilities in Augusta and Lewiston. This provides a high performance platform to integrate voice and data traffic as well and enhance the ability to reroute traffic in the event of a major facility outage.
- ✓ Completion of the IP address management and domain name resolution service project. A high availability network appliance based system was deployed to provide reliable IP address management and consolidation internal and external domain name resolution service. This project resulted in the decommissioning of a first generation unreliable IP address management system and multiple single purpose servers.
- ✓ Added redundant failover capabilities to the core PBX telephone systems in the Augusta area. This improved overall system reliability, incoming/outgoing line management, and provides for local survivability in the case of a major network outage. An upgrade of the Cross Office Building power system was part of the project as well.
- ✓ Implemented site to site encryption to major sites on the criminal justice network. In accordance with criminal justice information systems security policy, NSD is working with State Police to bring the network in to full compliance.
- ✓ Deployed VOIP⁵ based voice services at Professional and Financial Regulations' offices in Gardiner. This is in line with the plan to deploy VOIP services in conjunction with major infrastructure equipment upgrades or facility relocations.

⁵ VOIP – is voice on internet protocol, using the States data network to deliver voice phone services.

Future challenges and projects facing NSD are:

- Deploying an enterprise wireless service that securely supports multiple networks and can be centrally managed.
- Deploying a simple to use, reliable and secure remote access service. In addition to high availability the service needs to support the ability to scale to 1,000 users in the event that a major event results in the need for employees to telecommute.
- Complete the internet services project with the upgrade of the enterprise firewalls and implementation of enhanced monitoring of the perimeter defense systems.
- Implement the criminal justice firewall system in conjunction with the previously completed site to site encryption. Implementation of the firewall system is required for compliance with criminal justice security policy.
- Replacement of core network components equipment at or nearing the end of their service life. It is critical that these components be upgraded to ensure the operational integrity of the network, accommodate planned expansion of the metropolitan area network, and support the next generation of network capabilities.
- Migrate all active directory domain controllers into a standard configuration and management control.
- Support continued migration to VOIP and IP telephony based services including unified communication and the emergence of wireless Smartphone devices.
- Enable the integration of next generation radio communication systems and traditional wire line network assets to in order maximize performance and reliability.

Enterprise Operations Service

Operation services are responsible for IT facilities management across the enterprise. This includes application hosting services, storage management, and business continuity operations. This division runs multiple data centers and two printing centers. The locations are geographically diverse to take advantage of differing power substations and other business continuity considerations.

This Service operates 24 hours per day, 7 days per week. It has become the core for off hour response to IT issues for the agencies it serves. Staffing is being reviewed to properly establish coverage to meet the growing needs to deliver services continuously at any time.

Planning is underway to consolidate individual data equipment locations into a minimal number of data centers to provide improved security and to contain costs into the future.



Successful projects completed by Operations Service in the last year include:

- ✓ Leverage and utilize investment with existing equipment, to provide centralized and consolidated storage solutions realizing \$382,332 in savings.
- ✓ Implement software allowing for Windows file server consolidations of multiple file systems to a common, enterprise class storage platform.
- ✓ Configure backup architecture allowing backups to complete in 1 hour instead of 17 hours.
- ✓ Create dedicated in-house expertise for new technologies.
- ✓ Moved 10 Automated Client Eligibility System databases to the Enterprise server farm, and provide support and maintenance.
- ✓ Installed, configured and maintained multiple databases in support of agency systems.
- ✓ Created several test environments to enable thorough testing of systems before going live.
- ✓ Deployed a state of the art Biometrics System at the Bureau of Unemployment Insurance.

Client Technology Center (CTC) (including desktops)

Client Technologies is the “Face of OIT” and responsible for control of all desktops in the Executive Branch as well as other agencies that subscribe to OIT’s services. For a single subscription rate, OIT will provide a PC or laptop adequate for the business needs, manage its maintenance, refreshment and disposal, provide any needed software, and support the user.

Helpdesk support is provided for hardware, software and security issues, creating a single point of entry for IT needs from OIT. Providing the direct support is challenging over the expanse of the State. A combination of State and contractor support is used to accomplish current needs. Over time many services will be provided remotely, reducing delay and the need to travel to accomplish more routine problem solving. This is a strategic approach to service delivery of this important component of support.



Successful projects completed by CTC in the last year include:

- ✓ Enhanced the use of Footprints, the software used for incident and request tracking, to incorporate as the vehicle for business processes to assign tasks, set priorities and provide valuable performance management.
- ✓ Implemented Footprints at the Office of the Secretary of State to manage the Help America Vote Act (HAVA).
- ✓ Implemented Footprints at the Department of Health and Human Services to manage constituents' issues in the Maine Care Payment System (MECMS).
- ✓ Instituted a customer satisfaction survey and a measurement tool to go with it.

Future challenges and projects facing CTC are:

- Implement standard PC models and procure them at the most advantageous price possible.
- Have all equipment certified under US Electronic Product Environmental Assessment tool.
- Create a "PC Factory" that will automatically load operating systems and custom software with minimum human intervention.
- Reorganize the help desk and desktop support into three main service areas; Field Services, Call Center, and Provisioning.

Radio Services

The wireless radio communications network services is responsible for upgrades, maintenance support, and replenishment for radio voice and data services to all state government agencies that have radio communications needs. In addition, the Maine State Communication Network Program (MSCommNet) is responsible for managing the project (*estimated budget at right*) that will upgrade the infrastructure sites, replace the microwave system and the VHF radio communication system for all State agency users. The consolidation of all radio services into OIT will obtain a higher level of interoperability and radio services, easier transitions to upgraded technologies, and will lower costs while obtaining a higher level of accountability.

	<u>Estimated Cost</u>
VHF Radio Subsystem	\$24,861,026
Microwave Subsystem	\$10,142,873
Site Development	\$8,776,460
Radio Project Office	\$4,069,547
<u>Technical Support</u>	<u>\$1,174,890</u>
TOTAL	\$49,024,796

The radio communication network supports the radio services for four state dispatch centers providing support to all law enforcement officers across the state agencies, all portables and mobiles, microwave equipment, and consoles. Other services that are available through radio communication network services are RF coverage, frequency licensing, and interference studies, frequency coordinators for all public safety and transportation agencies within the entire state.

In addition Radio Services provides the technical expertise required to support the Governor's effort to consolidate PSAP centers and Dispatch centers.

Successful projects completed by network services in the last year include:

- ✓ OIT teaming with MEMA and DPS completed the Concept of Operations (CONOPS) document. This provides for allowing interoperability on site for federal, state and local entities for the duration of an incident.
- ✓ Completed the procurement process resulting in a vendor to design the replacement/upgrade radio communication system.
- ✓ Completed the design project for the MSCommNet program. This initial design created across nine agencies establishes the technical approach to move forward with the MSCommNet program. This design approach includes rebuilding or upgrading towers, equipment shelters and back-up power sources at communication sites, replacing microwave and VHF radio technologies.
- ✓ Established budget numbers for the MSCommNet program, re-enforcing the ability to remain within the \$50 million budget.
- ✓ Completed the procurement process for the Maine Hospital Association, enabling the \$400 thousand grant to replace radio communication equipment in forty-seven hospitals throughout the state.
- ✓ Established operational radio services rate for agencies utilizing the radio communication services.
- ✓ Created a process and rate structure for access of non-state entities (non-commercial) to co-locate on state infrastructure radio communication sites.
- ✓ Determined the deployment approach for MSCommNet build out.
- ✓ Provided the technical leadership to the MEMA Homeland Security Evaluation Team.
- ✓ Created procedure for obtaining satellite phones for the State.
- ✓ Held vendor and municipal/county information meetings.

Future challenges and projects facing radio services are:

- **Complete the procurement process for obtaining a systems integrator for MSCommNet program.**
- **Create an operational plan for radio services.**
- **Establish next level of CONOPS plan. This includes use of State Region-Net Channels.**
- **Consolidate all radio technical personnel, infrastructure and equipment within OIT.**
- **Complete 2006/7 Construction Season project. This includes upgrades to the following infrastructure sites: Cadillac, Cooper, Granite Hill, Ossipee, and Spruce. Four new towers and five new shelters will be constructed.**
- **Improve coverage for MSP Zone 1.**
- **Complete MSCommNet critical path tasks, including: land acquisition, right of way rights and utility rights.**
- **Complete DHHS emergency communication plan for response to an epidemic incident. This includes establishing technical scope and licensing issues.**
- **Provide technical expertise to expand cellular coverage in north Maine woods to meet Governors Connect-Me initiative.**
- **Manage the procurement process that will obtain consoles for the Department of Conservation. Provide the technical expertise and management for implementation.**

Application Development (including GIS)

Application Development is responsible for management of enterprise wide applications. Many applications are common to all agencies and are more effectively and efficiently managed centrally. In the past these were managed in a fragmented and duplicative manner. This section also provides the base for shared services across state agencies, a new approach intended to create a simple and effective method to share needed staff for short term assignment.



Successful projects completed in the past year include:

- ✓ An Anti-SPAM policy was written and adopted to help reduce the amount of e-mail SPAM.
- ✓ Enterprise Messaging Team implemented an email encryption application for the Department of Professional and Financial Regulation.
- ✓ Application Development and Management (ADAM) developed the Application Support Team which fostered knowledge transfer, cross training, and increased responsiveness for over 50 production applications.

- ✓ ADAM group initiated the Developers Forum with two sessions this year to foster the exchange of information between agency development staff.
- ✓ Document Management Systems has automated delivery of Faxes in the Bureau of Insurance to individuals and workgroups via e-mail.
- ✓ Document Management Systems is processing and storing Maine Crime Lab Investigator's Audio Recordings of interviews and digital pictures into Fortis.
- ✓ Document Management System has automated Cash Receipts system at Professional and Financial Regulations for all Agencies.

Future challenges facing Core Application Development include:

- ✓ Enterprise Messaging Team's need to control the increasing amount of SPAM that comes into the system
- ✓ Enterprise Messaging Team's need to combine the State's three separate Alert Notification systems into an Enterprise-wide system
- ✓ Install an e-mail retention solution to archive State e-mail records.
- ✓ ADAM Team most outstanding challenge is maintaining adequate staffing to meet agency demand.
- ✓ Migrate all current Document Management Systems into two new systems that will increase the processing power, make available the newer options such as Work Flow processing to all state agencies and provide for redundancy to address disaster recovery.
- ✓ Enable public access to records that they need through the Document Management Systems.

GIS Core Services

The Maine Office of GIS (MEGIS) provides core GIS services that support agency business needs. The services include: maintenance and access to the state enterprise GIS database, data and metadata certification to a known set of standards (<http://megis.maine.gov/standards/>), public access to GIS data through an internet "Data Catalog" (<http://megis.maine.gov/catalog/>), central GIS license pool management, internet mapping, technical support and facilitating the coordination of state agency GIS activities.

Successful projects completed in the past year include:

- ✓ New data "layers" were added to the GIS database.
- ✓ Additional GIS users accessing the license pool at no additional cost.
- ✓ Continued maintenance and support programs for E911 roads and town boundaries

Future challenges facing GIS include:

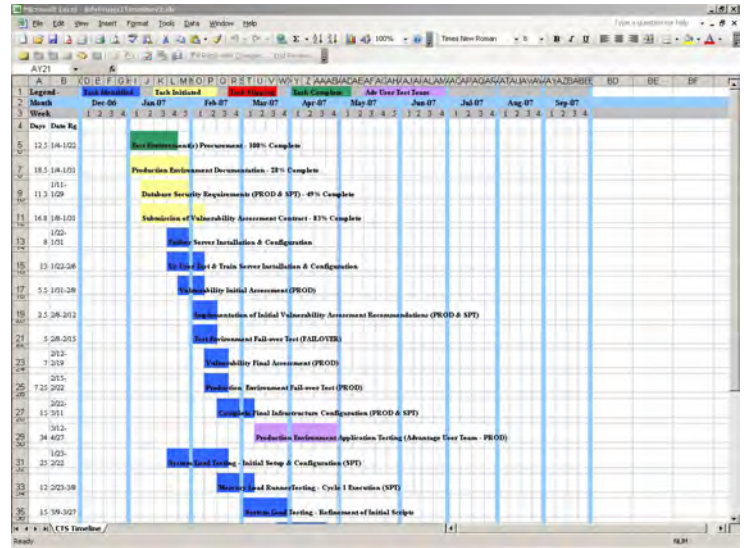
- ✓ **Better integration of spatial data with state business data and applications.**
- ✓ **Make spatial data more accessible to non-GIS people.**
- ✓ **Implement new GIS thin-client technology.**
- ✓ **Add additional and enhanced spatial data to the database.**
- ✓ **Communicating with federal partners FEMA and the US Geological Survey.**
- ✓ **Working with hundreds of individual municipalities and their officials with limited resources.**

PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) mission is to develop and implement a project management standard methodology and support structure enabling the information technology community to deliver high quality products that meet customer requirements within schedule and budget.

Based on this experience the PMO has designed a hybrid model to be implemented during the upcoming fiscal year. This model will provide direct project management, while still focusing on the mission of developing project management skills and disciplines across State Government.

The PMO will instill project management discipline, collaboration, accountability, training and recognition to achieve long term cost savings, customer satisfaction and employee growth.



Successful efforts completed by the PMO in the past year include:

- ✓ A partnering with Agency managers to develop a culture that promotes and supports consistent application of project management standards.
- ✓ The leadership of project management process development and continuous improvement initiatives integrated with supporting tools and training programs deployed within the PMO and across State Agencies.
- ✓ The championing of collaboration across State agencies and with the Portfolio Management Group to create a single view of State project performance enabling continuous improvement and alignment with business strategies.
- ✓ Providing technology project oversight organization for the Office of Information Technology, providing guidance, quality assurance, and corrective action for project execution as necessary.
- ✓ Adoption of a standard project management methodology, Ten Step.
- ✓ Developing a curriculum of critical skills and offering on-site classes.

Current PMO Structure: All of the project managers are currently assigned to projects. The other support areas of the PMO such as training, project oversight and/or rescue, contract assistance and development of other project management resources, are primarily managed by the Director, with assistance from the rest of the team as time allows.

Training is a major component of the PMO effort. Persons assigned roles with an IT project now can participate in several tracts of training based on their role and responsibility. To develop these critical skills the PMO has offered the following curriculum:

- **The TenStep Methodology**
- **Rescuing Troubled Projects**
- **Risk Analysis**
- **Gathering Business Requirements**
- **Microsoft Project (software tool)**
- **Project Management for the Team Member**
- **Leadership Skills**
- **Organizational Change**
- **Project Leadership Skills**
- **PMP (*Project Management Professional Certification*) Prep**

These classes are taught on site and funded though a combination of OIT and agency funds.

PMO staff is now directly assigned to many projects, with the largest efforts the current MECMS project, the accounting and procurement system (AdvantageME), the reengineering and development of the taxation system from MATS to MERITS, and the statewide radio network project (MSCommNET). Reports on project status are provided to the Office Director for review and escalation for action where necessary.

SECURITY

The mission of the Enterprise Security Office (ESO) is to work with the State's Office of Information Technology Core Services areas and others to protect the State's information technology infrastructure and its electronic data assets. The ESO works extensively with Network Support, the Electronic Messaging Group, Client Technologies and the Server and Database Support groups, the application development groups in all state agencies, the Bureaus of General Services and Human Resources as well as the Office of Program Evaluation and Governmental Accounting (OPEGA). The ESO serves to unify the security related activities and interests of all these groups.



In the last year the security of the State's electronic assets has seen wide ranging and significant improvement in the State's building, physical plant, network, and data security.

Many security initiatives are in the planning stages, but have not been implemented due to lack of available resources – a lack of capital, lack of tools for monitoring and analysis, lack of staff, and lack of expertise all contributing to delay in implementing important security projects.

That said, OIT has done much with available resources to create an awareness of a shared responsibility for information security and to make a number of changes that have improved the security of data entrusted to the state.

Building and physical security have enjoyed vastly improved building access controls and policies. Security personnel and staff have also benefited from improved lines of sight through additional external lighting and an extensive reduction of obscuring brush. Security at the State's IT facilities will continue to improve with the implementation of a new electronic access control system and external video monitoring at key points.

Data security has been augmented by continued progress on the implementation of the State complex password policies, progress in moving insecure file transfers to the State's Momentum Secure File Transfer facilities as well as the development of additional policies with significant security implications. By June of 2007, all major wide area network customers except of the Bureau of Motor Vehicles will use Active Directory enforced complex passwords.

One of the next projects that should be undertaken is the consolidation of the existing information security policies that were written by the state agencies. There are currently 16 agency IT security policies based on ISO Standard 17799. Considerable effort would be necessary to consolidate these policies and make them conform to the updated ISO 17799 Standard issued in October, 2005. However, the state most needs a single policy that is more "consumer oriented" and easier to reference than ISO 17799 and one that also addresses HIPAA, SOX, GLB, and other compliance standards. Since a major interface for the state's information systems is with the federal government, the best consolidated policy would be one that adheres to

FISMA (Federal Information Security Management Act) standards. This work is to be in late FY 07.

Successful efforts completed by the ESO in the past year include:

- ✓ Deployment Certification of Major Applications Policy.
- ✓ Policy to Govern Information Security Risk Assessments of State Computer Applications and to Ensure the Prompt Remediation of Deficiencies.
- ✓ Policy to Safeguard Electronic Information Residing on Portable Computing and Storage Devices.
- ✓ Remote Hosting Policy.

Ongoing issues to be addressed:

- Infrastructure vulnerability assessment – Keeping servers correctly configured and patched [maintained] is essential to keeping our network secure.
- Application vulnerability assessment – Testing all our web-facing applications to assure that they are not vulnerable to common hacking techniques is important to keep personal and financial data secure.
- A Public Key Infrastructure (PKI) and certificate services will facilitate identity management and network data encryption. Establishing and assuring the identity of users and encrypting data to help assure that personal and financial information are not compromised.
- Security awareness training – Training for all state employees is necessary to change a culture that has ignored (or taken for granted) the need for data security.
- Data classification – Some data is private by law or rule; much of our data is public information; other data is privileged or critical.
- Log review and analysis – Automated and manual is necessary.
- Physical security of network access points (over 400 statewide) needs a thorough review.
- Disaster recovery, continuity of operations, and continuity of government – All need increased attention.
- Compliance with HIPAA and other federal mandates – The state needs to improve its ability to respond to federal mandates. The federal government continues to issue new directives to protect personal information and guard against identity theft. The state depends on federal funding for many key projects.
- Secure Internet services – The state is currently providing Internet-related services in an insecure manner; there is no funding to do it securely; agencies currently rely on these

services to carry out key business functions.

- IT auditing – Initiate expanded pilot IT audit project, either for a department/agency or for an application, as a way of increasing baseline status and needs. This should include engagement of the State Controller's Office.
- Incident response procedures – Develop, adopt, and publish clear incident response procedures that include reporting and follow-up, as well as identifying team members and documenting emergency procedures.
- Internal threats – Develop a strategy to protect assets from internal, as well as external, threats. Many severe data compromises are the result on insider activity. Privileges needed to be set to the minimum necessary; duties must be segregated; processes must be reviewed.
- Acceptable use of computer resources – Refine our acceptable use policies. Vendor compliance with state policy – Assure that the Request for Proposal (RFP) and contracting processes mandate that all vendor solutions adhere to security policies, and that the products can be audited to assure such compliance.

This is a significant list of needs. The FY 08/09 budget provides some resources to address priority issues identified. Outside, independent contractors will be used in many areas, to provide independent review from subject matter experts appropriate to the service, application or network under review. This approach will provide the best solution over attempting to build the wide variety of necessary skills in the limited staff resources currently available.

Any new application or significant enhancement to systems will include this type of review prior to go live.

Future challenges facing ESO are:

- ✓ Where its physical plants have marginal power, cooling and fire suppression facilities as a much needed review of the 400+ network physical access points.
- ✓ Ongoing insecure Internet services implemented prior to the current heightened security environment as well as poorly defined firewall rules.
- ✓ A vast or all encompassing larger policy unification effort to consolidate the 16 agency security policies into a Federal Information Security Management Act, Health Insurance Portability and Accountability Act, Sarbanes-Oxley Act of 2002, Gramm-Leach-Bliley Act compliant policy.
- ✓ Improved security awareness to deal with ongoing and widespread disregard for current policies and best practices. In addition to having sensitive data frequently not properly classified as such.
- ✓ Improved forensics through the development of incident response procedures and through better auditing both as a preventative measure and as well as performance improvement activity.
- ✓ Ongoing update of the oft-forgotten contingency and disaster recovery plans.

To deal with these challenges the Enterprise Security Office is planning, over the next year, to address them through a variety of training, auditing, planning, and implementation efforts.

By far the most potential for improvement of the State's security environment can be found in the adequate and appropriate training of staff in the handling and classification of data assets. This applies to internal and external data exchanges and extends beyond staff to our vendor partners, quasi state agencies, as well as the constitutional offices.

The ESO will continue to perform ongoing auditing activities that include application and infrastructure vulnerability assessments, log reviews/analysis and a physical review of all network access points.

The most important planning efforts of the ESO is the development of a Public Key Infrastructure (PKI) to support encryption and the establishment of electronic identity and the acquisition of a new primary computer facility robust enough for the State's needs.

BUDGET IMPACT

The consolidation process transferred nearly all IT staff from individual agencies to the OIT. Infrastructure support staffs (server and desktop support, networking) have moved in many cases to clustered facilities. Applications (the working systems within each agency) are generally supported by staff located in the state agency. Agencies are now billed for these services and pay them from all other appropriations.

The OIT performed a detailed analysis and adjusted its rates to cover its actual costs. Many of the rate components were reduced from previous years, including a reduction in telephone line, long distance, network connections and desktop support. The rates were used by agencies to develop their budgets and they will be held for the FY 08/09 biennium.

The consolidation process has identified deficiencies in some agencies budgets over the years. Also included in the submission are certain costs associated with improvements to security, project management and policy management. The initiatives presented represent the cost for OIT and the using agencies to cover IT needs over the next two years. The IT budget was created with cooperation of the DEP, the Natural Resources Service Center and OIT. There are proposed increases from the baseline level budget established in several categories to provide the appropriate resources to secure and operate IT in State Government. They are described on the following page with the total impact across all Executive Branch agencies and fund sources.

The Office of Information Technology is responsible for the delivery of safe, secure and high performing networks and systems to State Agencies for daily performance of their missions to the citizens of Maine. Reliance on these assets is critical.

The Office of Program Evaluation and Government Accountability specifically pointed to weakness in IT security (both physical infrastructure and software/network systems) and project management as necessary investment requirements going forward. To accomplish these goals, a general fund request was submitted for \$2,917,367, to specifically make improvements in both areas.

Security:

Security previously was managed individually by agencies without significant coordination and with inadequate depth necessary in a rapidly changing world. As access to data is promulgated through new systems, security of data becomes more challenging. The baseline investments will be strategically made to secure our existing systems and insure no new system (infrastructure or application) is implemented without adequate safeguards and complete testing.

- Detailed training of staff- network, application, users
- Intrusion testing and remediation
- Physical Security evaluation and remediation
- Consulting services on policy and strategic security planning
- Provide four full-time equivalents to provide day to day security monitoring and provide technical resources (both State and contracted) for identified weaknesses in existing infrastructure and applications.
- Emergency response to incidents

Project Management:

Development, enhancement and implementation of applications (software) have been less than successful all too many times in State Government. OPEGA points to serious lack of direct project management; project management oversight and the lack of a common system development life cycle methodology as critical contributors to recent failures. This investment is necessary to make wise decisions throughout a project and to properly identify and remedy risks as they occur. An independently operating section will report directly to the CIO on all major projects, assuring strong management practices and managing risk. Specific tasks listed below:

- Establish Portfolio of existing, proposed and under development systems
- Select and implement a systems development life cycle methodology for statewide use
- Implement the project management protocol
- Train project management staff, developers and agency business persons as new projects are initiated
- Review regular reporting on State IT Projects
- Intervene in current projects as necessary to mitigate risk
- Assure proper testing and compliance
- Establish policies on project management and reporting

	INITIATIVES	2008	2009
CA9101	Adjusts funding for the replacement of desktops and laptops on a regular 48 month cycle for all employees based on current inventory at Office of Information Technology published monthly rates.	1,135,068	1,147,779
	Justification: Adjusts agency budget to assure that adequate funding is available for the replacement/refreshment of end user devices on a regular basis, using the OIT refreshments service and billed to the agencies based on established FY08-09 rate schedules.		
CA9102	Adjusts funding for information technology services provided to agency employees based on fiscal year 2007-08 and 2008-09 Office of Information Technology monthly rates. Services include e-mail, file services, and desktop and laptop support.	2,179,394	2,330,012
	Justification: Adjusts agency budget to assure that adequate funding is available for the cost of core end user IT services delivered by OIT such as e-mail, file and print services, desktop/laptop support billed to the agencies based on established FY08-09 rate schedules.		
CA9103	Adjusts funding for the same level of information technology agency applications services at the fiscal year 2007-08 and 2008-09 Office of Information Technology rates. Categories of service include direct billed personnel services, server support, and shared platforms	-6,639	52,661
	Justification: Adjusts agency budget to assure that adequate funding is available for the cost of direct billed personnel services, server support, and shared platforms based on established FY08-09 rate schedules. Incremental costs reflect the fully burdened rate of personnel.		
CA9104	Adjusts funding for information technology services based on fiscal year 2007-08 and 2008-09 projected changes in agency headcount	0	2,700
	Justification: Incremental cost to the agency for IT services based on any incremental request for agency headcount based on established FY08-09 rate schedules. Includes standard desktop refreshment, desktop support, email, network access, and file services support.		
CA9105	Adjusts funding for supporting existing information technology agency applications within the agency.	8,802,434	9,325,756
	Justification: Incremental cost for the management and maintenance of existing applications not attributable to the OIT consolidation or OIT rates. Examples of these costs include vendor support contracts, software licenses, equipment, and equipment maintenance.		
CA9106	Provides funding for fiscal year 2007-08 and 2008-09 enhancements to existing information technology applications	6,226,936	5,367,343
	Justification: Provides funding for enhancements to existing applications and ongoing support for the changes such as OIT services for development, vendor costs, equipment, software licenses, etc.		
CA9107	Provides funding for new information technology system development and support	2,746,698	2,689,698
	Justification: Provides funding to support the development of new applications to support the mission of the agencies		
CA9108	Provides funding for the cost of radio support services to be provided by the Office of Information Technology.	906,203	963,985
	Justification: Provides funding for radio support services by the Office of Information Technology. This expenditure of funds is necessary to maintain our current antiquated environment and to support and maintain the new technology being deployed in the advanced MSCommnet infrastructure. Effective support and maintenance protects the investment for years to come.		

ACCOMPLISHMENTS AT AGENCY LEVEL

Regulatory Agencies

- ★ Technology support staff has been moved to OIT and support for all personal computers and most servers is now being provided by OIT for Professional and Financial Regulation, Department of Economic and Community Development, Public Utilities Commission and the affiliated boards. No changes to date for Maine Health Data Organization or the Board of Medicine.
- ★ Regulatory agencies view their Agency Information Technology Director as someone who is familiar with their business requirements and is able to assist in resolving problems with support services, overall technology guidance, and assistance in obtaining new services.
- ★ Clearly the agencies miss on site, face to face client support, but they appreciate the availability of an AITD as someone familiar with their business requirements and able to assist in resolving problems with support services or guidance in obtaining new services.

Department of Professional and Financial Regulation

- ★ The use of the Agency License Management System was expanded to include the Board of Dental Examiners and the Department of Public Safety, specifically the Emergency Management System (EMS) and Inspection Stations.
- ★ Development of the Asset Liability Management (ALM) System continues without interruption and a new contract has been put in place for development and support of the ALM System through the end of FY 2009.
- ★ The Department of Professional and Financial Regulation's web site was completely revised for relevance, ease of use, and Americans with Disabilities Act (ADA) compliance.

Department of Public Safety

- ★ Maine State Police developed and implemented policies for capture, handling, storage, and indexing of digital audio recordings and digital photos.
- ★ Maine State Police agreed to implement technology which allows all users of the Information Management Corporation police department records management software users to search or exchange information between one another.
- ★ The Department of Justice, Federal Bureau of Identification requires that all criminal justice computer networks connected to it be protected by network firewall technology and all data passed over the network be encrypted between sites in accordance with the Criminal Justice Information Systems (CJIS) Network Encryption. The Office of Information Technology recently completed encrypting all data communications traffic between approximately 200 criminal justice network sites with Maine. Planning of the encryption project began during the fall of 2005 with implementation just being completed in June 2006.

- ★ In early 2006 the Maine State Police acquired a 'Command Van' using Homeland Security. The van is used for on-site management of large public safety events or incidents. The van supports telephone links, satellite links, remote cameras, etc. Maine State Police has partnered with the Maine Emergency Management Agency to use their Web Emergency Operations Center software application. The benefits from partnering are many including (1) elimination of server equipment and software licensing costs, (2) improved support for the WebEOC application because multiple agency system administrators will be available, (3) elimination of additional system interfaces required by another separate software application and (3) improved ease of information exchange between state (and potentially county) responding organizations. Maine State Police first used WebEOC in January 2007 for the Governor's inauguration.
- ★ Maine State Police and the Office of Information Technology initiated projects to update the Departments Automated Fingerprint Index System, Records Management System and cruiser Mobile Data Terminals.

Department of Transportation

- ★ The new Fleet Management System was implemented and the vintage 1980's MESIS system was retired. The new system is fully integrated with other Department of Transportation systems for reporting time worked, activities performed using the vehicles and equipment, maintenance work, and fuel usage.
- ★ Developed and implemented a Roadside Spray reporting application to track herbicide spraying on roads. Contractors who spray must make detailed reports to satisfy Pesticide Board requirements.
- ★ Developed and implemented an application to assist the Maintenance & Operations Bureau in planning its maintenance work. This application allows M&O to produce its new Biennial Maintenance Activity Plan (BMAP).
- ★ Geographical Information System (GIS) applications were put into operation for mapping transportation projects, highway attributes, snowplow routes, traffic striping patterns, etc.
- ★ Disadvantaged Business Entity (DBE) functionality was added to the contract management system to meet Federal reporting requirements.
- ★ An interface to the Department of Public Safety's Maine Crash Reporting System was deployed to analyze crashes and to improve safety through highway design, signaling, or traffic pattern mitigation strategies.
- ★ Completed analysis to recommend a replacement strategy for DOT's Federal Billing process for reimbursement of highway funds.

Department of Health and Human Services

- ★ Across the organization, there have been noticeable, short-term, staffing impacts as we raise the bar for our teams and their work. Make no mistake the majority of the staff are

knowledgeable, hard workers. We have done our best to minimize the impact to DHHS long term while we strive to position ourselves into a cohesive unit.

- ★ The process of consolidating multiple helpdesks began in 2006. This process is mostly completed, and we have begun the anticipated planning for consolidating the Enterprise Information Services and Office of MaineCare Services helpdesks in the first quarter of 2007.
- ★ The Automated Client Eligibility System (ACES) has begun a migration to new hardware, which is managed by the Core Technology group of OIT. Several hundred case workers had experienced severe slowness and periodic outages that impacted their ability to get their job done. A more focused effort on implementing better software development practices, with more structured releases based upon prioritized needs was started. While the fruits of this will be realized in 2007 and beyond, it is important to note it has commenced.
- ★ The Enterprise Information System (**EIS**) serves the Adult Mental Health, Adults with Cognitive and Physical Disabilities, and the DHHS Contract Services units. EIS realized performance gains of twenty percent and higher. A collaborative effort between OIT and the vendors; Client Network Services Incorporated, BEA, and Mercury led to the increased performance. Code and configuration changes mixed with exhaustive automated load testing tools were the prime ingredients to this success.
- ★ In October, the State deployed, IMPACT II (Maine Immunization Information System) the second generation immunization tracking system. With the help of this tracking and immunization management tool Maine is a leader in the United States in childhood immunizations.
- ★ The Maine Adult Protective Service Information System (MAPSIS) was enhanced to include checking account management with local check printing for elder and Mental Health and Mental Retardation clients under State guardianship. This allows authorized caseworkers to more efficiently manage the client's assets and obligations as well as providing better audit oversight on the assets under State control.
- ★ The efforts surrounding the completion of the Maine Claims Management System (MECMS) continued in 2006. While it is currently adjudicating claims at a rate of 95%+, key pieces of functionality are still missing. The project did enter a new phase, restructuring itself to follow better software development practices, scheduled releases, better testing, more complete requirements definition, and better documentation. Unfortunately, significant problems remain as the new functionality was unstable. Through the remainder of 2006, the focus has been on the continuing relationship with Client Network Services Inc., and determining the viability of completing MECMS.
- ★ The MEDITECH application was successfully implement in November. This provided the Psychiatric Institutions (in partnership with the Finance Service Centers) with the ability to enter and submit billing information with a more uniform software package. The existing procedure to date had been very manual, using older, less robust software, and did not meet all of the business requirements.

- ★ Several components were added to the Oracle based portion of the New England Child Support Enforcement System (NECSSES) application, including; a new state tax offset module, a new IVA Case Composition Form, a new License Search form, a new Member and Dependent insurance form, and a new web service based interface between Division of Support Enforcement and Recovery within in the Department of Health and Human Services and the Maine Courts.
- ★ The State deployed the National Electronic Disease Surveillance System (NEDSS) Base System that is the core for the upcoming Integrated Public Health Information System due to be deployed in June 2007. The NBS provides a critical link on key public health factors between Maine and the Centers for Disease Control (MECDC).
- ★ OIT deployed the new SLOTS & Vouchers early childhood subsidized daycare system. This system centralizes all subsidized daycare application and payments under the Early Childhood program. It supplants a multitude of incompatible individual stand-alone systems at the contracting agencies.

Department of Corrections

- ★ The Corrections Information System (CORIS) implemented the financial capabilities for all eight Department of Correction's Facilities which includes the Inmate Trust Accounts, Canteen Sales, Inmate Benefit Fund, and Restitution Collection and Disbursements.
- ★ The New Inmate Phone System for all Department of Correction's facilities has completed the design, development and installation phases (implementation pending).
- ★ Knox County Jail implemented a CORIS County jail module.
- ★ A budget process was established that builds in resources for annual operational support and refreshment of standard Servers/PCs/Laptops hardware and software needs.

Department of Environmental Protection

- ★ A senior management group was formed (with a detailed charter) to set priorities for development projects within the Department of Environmental Protection.
- ★ The Department participated in the process to address management of electronic records, including development and issuance of a Request For Information (RFI) and review of the responses. The effort has further advanced to focus on E-MAIL only at this time. A Request For Proposal (RFP) for an E-MAIL records retention system, is planned for release in spring 2007. Further, as part of this initiative, the DEP piloted an on-line training designed to introduce state employees to the topic of records management. The pilot was successfully conducted and yielded useful feedback, some of which is being incorporated prior to release to a wider audience.
- ★ Department hosted a meeting with its Environmental Facility Information System (EFIS) partnership State of South Carolina. This provided an opportunity for information exchange between developers in the two states and set policy on product governance into the future.

- ★ The Maine Land Cover Dataset project, initiated in 2004 was completed. The two-year, \$600,000 project generates better land cover and imperviousness data for Maine, which prior to this was limited to circa 1992 data. The end product is six (6) digital data layers (or “maps”) for use with Geographical Information Systems.
This project was jointly funded and completed by the United States Geological Survey(USGS), the National Oceanic and Atmospheric Administration (NOAA), the United States Environmental Protection Agency (US EPA), the Maine Department of Environmental Protection (DEP), the Maine Department of Conservation (DOC), the Maine State Planning Office (SPO), the Maine Department of Transportation (DOT), the Maine Department of Health and Human Services (DHHS), the Maine Department of Inland Fisheries and Wildlife (DIF&W), and the Maine GeoLibrary Board
- ★ The new version of FREEANCE was tested, loaded, and applications were moved. FREEANCE compliments ArcIMS and other Geographical Information Systems tools to assist in the development of WEB mapping applications.
- ★ A forum was established for developers of the Departments of Agriculture, Conservation, Inland Fisheries and Wildlife, Marine Resources, and Environmental Protection to discuss matters of mutual interest. Feedback is provided to the respective Agency Information Technology Directors’ and Core Technology operations management staff to improve the developers forum and facilitate moving forward on Enterprise interactions

Governor’s Office/Department of Administrative and Financial Services/Department of Education/State Planning Office and Cultural Agencies

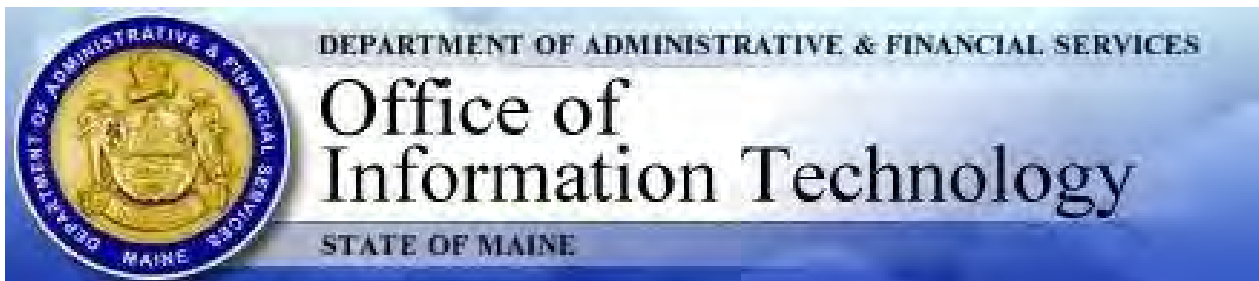
- ★ Strategic planning for Information Technology within the Department of Education is now a formalized process with the creation of the Data Management Team.
- ★ Hardware failures and software bugs within Maine Education Data Management System (MEDMS) once very common have been addressed and eliminated.
- ★ Maine Revenue Services is in the process of updating and modernizing the Main Automated Taxation System (MATS) with the Maine Revenue Integrated Tax System (MERITS). This project is on schedule and it meeting milestones. ADA gaps for agency web sites have been identified and targeted.

Department of Labor

- ★ Two important enhancements were made to the Benefits Unemployment Payment System in calendar year 2006. The first enhancement was to provide the ability for weekly unemployment claimants to file for unemployment via the Internet (Web Claims). Since the beginning of the year, the number of claims submitted via the web has grown to 20% of all claims. The total percent of claims now handled via an electronic manner (no staff time required on claims without problems) is now 67% of all claims. The two methods for

electronic claims are the Web claims and claims submitted via our Interactive Voice Response system (IVR).

The second enhancement is the provision of client status information via the Web. This ability was put into production in November of 2006 and the number of people using this method for inquiry continues to grow. Giving the clients the ability to inquire about the status of their unemployment account provides better service to the clients but more importantly every inquiry handled electronically frees up staff time because the only way to get those answers previously was for the client to contact staff directly. In the next few months we are going to add this same inquiry ability to our Interactive Voice Response system and we fully expect that the use of these two methods of inquiry will allow us to handle a very high percentage of claimant inquiries electronically.



Office of Information Technology
2006
Annual Report

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