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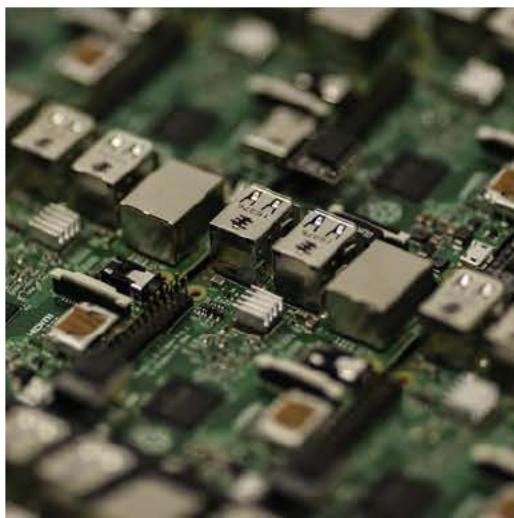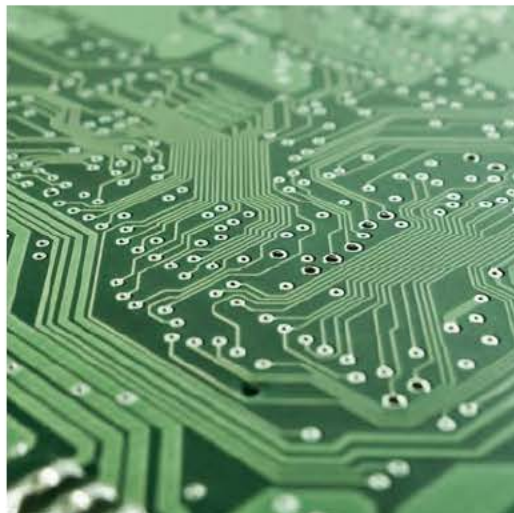http://legislature.maine.gov/lawlib

Annual Report
2024

State of Maine

Department of Administrative and Financial Services
Office of Information Technology

Contents

Foreword

A message from the State of Maine Chief Information Security Officer

It is my privilege to contribute to this year's State of Maine Office of Information Technology Annual Report, a comprehensive reflection of our ongoing commitment to delivering secure, innovative, and efficient IT operations that serve the people of Maine.

As the Chief Information Security Officer, I am acutely aware of the evolving cybersecurity landscape. The challenges we face – from increasingly sophisticated cyber threats to the demands of safeguarding sensitive data – require a proactive and collaborative approach. This report highlights not only our progress but also the dedication of the talented professionals who work tirelessly to protect Maine's digital infrastructure.

Over the past year, we have made significant strides in enhancing our cybersecurity posture. These efforts include implementing advanced threat detection and response systems, expanding our training and awareness programs, and fostering partnerships across State agencies as well as with federal and private-sector stakeholders. Through these initiatives, we are not only defending against today's threats but also building resilience to anticipate and mitigate future risks.

Beyond security, technology is a cornerstone of effective government operations. From supporting remote work capabilities to modernizing legacy systems, the work outlined in this report reflects our shared commitment to enabling innovation while prioritizing the protection of Maine's data and services.

I extend my deepest gratitude to our dedicated IT teams, agency partners, and leadership for their steadfast commitment to excellence. Together, we are driving a future where technology empowers and safeguards the people of Maine.

As we look ahead, I am confident that our shared vision and relentless pursuit of improvement will ensure that Maine remains at the forefront of secure and effective digital transformation.

Nathan Willigar
Chief Information Security Officer
State of Maine

Who We Are

The State of Maine Office of Information Technology (MaineIT) is the centralized provider of technology services for Maine State Government Executive Branch agencies. As part of the Department of Administrative and Financial Services (DAFS), MaineIT is a team of over 500 dedicated State employees and contractors committed to delivering secure, innovative, and reliable IT solutions.

Our mission is to enhance government operations and improve service delivery. We have achieved this by strengthening information security, advancing accessibility, and driving efficiency through strategic technology use. Our vision is to transform and elevate government services through the power of innovation.

At MaineIT, we are committed to supporting State agencies in delivering high-quality public services to all Maine residents.

What We Do

MaineIT supports approximately 11,000 Executive Branch employees across 15 Cabinet-level departments, along with various smaller agencies. Additionally, we provide network support to the Judicial Branch, Secretary of State, Attorney General, State Auditor, and State Treasurer. We also manage the Maine State Communications Network (MSCommNet), the State's public safety radio communications system, ensuring reliable communication for critical and emergency services.

Our roles and responsibilities are legislatively defined in 5-M.R.S. Chapter 163: Office of Information Technology and encompass comprehensive IT oversight and management for Executive Branch agencies, as well as strategic initiatives across State government. MaineIT's core services include:

- Implementing best business practices and project management (§1973)
- Coordinating IT communications across State government (§1973)
- Providing IT leadership and vision (§1973)
- Developing and enforcing policies and standards (§1973)
- Strengthening privacy and security initiatives (§1973)
- Conducting strategic planning (§1974)
- Offering training and development programs for State employees (§1974)
- Approving and overseeing IT equipment acquisition and usage (§1974)
- Delivering high-quality, responsive, and cost-effective IT services (§1981)
- Establishing and maintaining a Data Governance Program (§547)

Through these services, MaineIT drives digital transformation, fosters modernization, and ensures the effective delivery of technology-driven public services. By equipping State agencies with essential technology solutions, we enhance operational efficiency and improve services for the people of Maine.

Mission, Vision & Values

Our Mission

MaineIT, delivers reliable, secure, and effective technology solutions and strategies for State agencies to maximize service to Mainers.

Our Vision

To enrich and transform the delivery of government services to Mainers through technological innovation.

Our Values

Alongside the DAFS core values – excellence, teamwork, innovation, communication, diversity, integrity, humor, and positivity – we also embrace a set of values that guide our work at MaineIT. These are: Customer Focus, Accountability, Responsiveness, and Empathy, collectively known as the CARE values. These principles are central to how we operate and shape our interactions, commitment to growth, pride in our work, leadership, and respect for colleagues and the agencies we support.

At MaineIT, we are proud of our progress in enhancing government operations and service delivery. Through innovation and secure technology, we have continued to support State agencies – **delivering reliable secure, and effective technology maximizing service**, and **enriching and transforming government services**. This section highlights some of our key achievements in 2024 which demonstrate our commitment to transforming and elevating services across Maine State government.

Delivering *reliable*, *secure*, and *effective* technology.

MaineIT is dedicated to protecting the State's information assets. As cyber threats grow more sophisticated, we proactively adapt to counter them. Our efforts have significantly strengthened IT security across state and local governments, municipalities, and federal collaborations. MaineIT continues to enhance security architecture, infrastructure, and support to safeguard government operations at all levels.

Cybersecurity Incidents: 2024 Year in Review

In 2024, the State of Maine faced several cybersecurity threats and took action to investigate and mitigate these incidents. Despite these attacks, existing structures helped minimize the damage. Key developments include:

- **VPN Breach:** A zero-day exploit compromised the State's Ivanti Connect Secure Virtual Private Network (VPN). Investigations linked the breach to a China-affiliated espionage group using security flaws to install malware, leading to the shutdown of all Ivanti VPN devices.
- **Phishing & Malicious Downloads:** Attackers infiltrated State systems through State of Maine users via phishing, search engine manipulation, and compromised websites. In December, harmful software from two infected sites was unknowingly downloaded onto State machines.
- **Cybercrime Group Attacks:** At least five attack campaigns by various cybercriminal groups targeted the State of Maine.
- **Foreign Espionage:** A China-affiliated espionage group targeted Maine, likely for intelligence-gathering purposes.

A recent assessment from an external partner indicates that financially motivated cybercriminals remain a threat to state and local governments. The State of Maine remains a target for cybercriminals and MaineIT will continue to strengthen our cybersecurity defenses.

National Level Efforts and Engagements

CISO Appointed to National Cybersecurity Council.

Maine's Chief Information Security Officer (CISO) has been appointed to the State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC), a key partnership between the Department of Homeland Security (DHS) and state, local, tribal, and territorial governments. The SLTTGCC plays a pivotal role in strengthening the security and resilience of critical infrastructure across the nation. This appointment highlights Maine's commitment to national security and proactive cybersecurity governance. As a member, the CISO contributes to discussions on emerging cyber threats, strategic resilience, and cross-sector collaboration, ensuring Maine stays at the forefront of national security efforts.

CISO Joins CIS Cybersecurity Services Advisory Group.

The CISO has been selected as a member of the Cybersecurity Services Advisory Group for the Center for Internet Security (CIS), an internationally recognized nonprofit dedicated to enhancing cybersecurity frameworks. CIS is responsible for the globally recognized CIS Controls and Benchmarks, which set industry standards for securing IT systems and data. Additionally, CIS oversees the Multi-State Information Sharing and Analysis Center (MS-ISAC) and the Elections Infrastructure Information Sharing and Analysis Center (EI-ISAC), both of which provide critical cybersecurity support for state and local governments, as well as elections offices nationwide. In this advisory role, the CISO provides critical input on cybersecurity toolkits, frameworks, and service enhancements, helping shape cybersecurity resources that protect government organizations nationwide.

Security by the Numbers

154.2 million

attacks and probes* against the State of Maine firewall in 2024
(as reported in Splunk)

*An attack is when someone tries to break into a system to steal, damage, or disrupt. A probe is when someone checks a system for weaknesses, often as a first step before a possible attack.

26.7 billion

security events* blocked *(as reported in Splunk)*

*A security event is anything unusual that happens on a computer or network that might be a sign of a threat or problem.

National Level Efforts and Engagements, cont.

CISO Joins MS-ISAC Executive Committee.

In recognition of expertise and leadership in cybersecurity, Maine's CISO was appointed to the Executive Committee of the Multi-State Information Sharing and Analysis Center (MS-ISAC). MS-ISAC supports state, local, tribal, and territorial (SLTT) governments by facilitating cyber threat intelligence sharing and best practices. The Executive Committee provides strategic direction to enhance SLTT government cybersecurity. Maine's CISO has contributed by expanding threat intelligence-sharing, improving access to training, and advocating for stronger security measures, tailored to the needs of SLTT entities. This appointment highlights the state's commitment to strengthening national cyber resilience through collaboration and leadership.

Deputy CISO Leads StateRAMP Standards Committee.

Maine's Deputy CISO has been appointed Chair of the StateRAMP Standards and Technical Committee, further advancing the State's role in promoting cybersecurity best practices. StateRAMP ensures cloud service providers meet strict security standards for state and local governments. Under the leadership of Maine's Deputy CISO, the committee has streamlined compliance reviews, enabling faster and more efficient validation of cloud security compliance. Additionally, the committee has strengthened partnerships with providers, improving transparency and security assurance for government agencies utilizing cloud-based solutions. This appointment demonstrates Maine's commitment to ensuring the safe adoption of cloud technologies across government institutions.

State Board and Legislative Involvement

Advancing Compliance with New Cybersecurity Law.

MaineIT has taken significant steps to comply with Public Law 2023, Chapter 681, which mandates enhanced cybersecurity measures for State assets. We have established a list of prohibited technologies that pose national security risks and have introduced contract terms to strengthen cybersecurity protections for critical infrastructure. Challenges remain in interpreting the definition of "foreign adversary business entities" and the scope of affected technologies. Despite these complexities, progress has been made to incorporate these requirements into procurement processes, to safeguard State resources from emerging cyber threats.

State Board and Legislative Involvement, cont.

Refining Cybersecurity Definitions for Stronger Incident Response.

In collaboration with the Department of Defense, Veterans, and Emergency Management (DVEM), MaineIT has played a pivotal role in refining statutory definitions related to cybersecurity. Specifically, we have contributed to drafting precise legal definitions for "cyber-attack" and "terrorism," expanding these terms to encompass threats targeting IT assets and critical infrastructure. By aligning these definitions with emergency policies, the State can enhance its ability to respond swiftly and effectively to cybersecurity incidents. These refinements are expected to improve coordination between agencies and streamline response protocols during future cyber events.

Strengthening Maine's Cybersecurity Through Collaboration.

The Maine Cybersecurity Council, established by Executive Order No. 25 FY20/21, continues to lead efforts in fortifying the State's cybersecurity framework. The Council's 2023 Annual Report provided a comprehensive assessment of Maine's evolving threat landscape, highlighting achievements such as participation in the State and Local Cybersecurity Grant Program. Notable accomplishments include fostering inter-agency collaboration to address cybersecurity challenges and advocating for increased funding to enhance cyber defenses. Through these initiatives, the Council remains dedicated to bolstering Maine's resilience against cyber threats and ensuring the security of critical State infrastructure.

Security by the Numbers

6,160,477

total vulnerabilities remediated in 2024, demonstrating our efforts to reduce risk and strengthen our cybersecurity posture

Enhancing Cybersecurity Standards in Online Gaming.

Recognizing the importance of cybersecurity in online gaming, the Deputy CISO provided expert guidance to the Gambling Control Board on the value of SOC II Type II audits. These audits serve as a gold standard for evaluating data security and privacy controls, ensuring that online gambling operations in Maine meet stringent cybersecurity requirements. By advocating for these audits, MaineIT aims to strengthen consumer confidence in the security of online gaming platforms while reinforcing the State's commitment to protecting sensitive financial and personal data.

New England, State, and Local Activities

Launching State and Local Cybersecurity Grant Program.

MaineIT established Maine's State and Local Cybersecurity Grant Program (SLCGP) Planning Committee to strategically leverage federal funds, aimed at strengthening cybersecurity across state and local governments. Initial efforts focused on implementing multi-factor authentication (MFA) to enhance access control, deploying cybersecurity training to improve staff vigilance, network segmentation, endpoint protection upgrades, and phishing simulations to identify vulnerabilities. These initiatives strengthen critical infrastructure and fortify Maine's defenses against evolving cyber threats.

Ensuring Secure Elections in 2024.

In preparation for the 2024 elections, MaineIT, in collaboration with state and federal partners, proactively addressed cybersecurity risks, to ensure a secure and incident-free electoral process. Key efforts included improved logging mechanisms to monitor election systems for potential threats and conducting specialized cybersecurity awareness training for election officials. By strengthening real-time threat detection and increasing preparedness, MaineIT has reinforced the integrity of Maine's election infrastructure, ensuring public confidence in the electoral process.

Strengthening Cybersecurity for Water Systems.

Following White House guidance, MaineIT collaborated with State agencies to develop comprehensive cybersecurity action plans for water and wastewater systems. These efforts included creating standardized risk assessments to identify vulnerabilities and developing contingency planning templates for rapid response to potential cyber incidents. By aligning Maine's water system cybersecurity measures with national best practices, we are enhancing protection against cyber threats that could impact public health and safety.

Participating in Operation Cyber Yankee 2024.

The CISO and Deputy CISO participated in Operation Cyber Yankee 2024, a National Guard-led exercise focused on critical infrastructure protection. The exercise simulated real-world cyber threats, including ransomware attacks and supply chain compromises, allowing participants to test and validate incident response strategies. This training allowed Maine's cybersecurity leaders to strengthen cross-agency coordination, refine response plans, and improve the State's overall readiness to counter cyber incidents targeting essential services.

New England, State, and Local Activities, cont.

Integrating Cybersecurity into Emergency Operations Plan.

MaineIT is spearheading a comprehensive update of the Cyber Incident Annex within the State of Maine Emergency Operations Plan to strengthen cybersecurity's role in emergency management. This revision clarifies roles, responsibilities, and communication protocols to ensure a coordinated response to cyber threats. By incorporating lessons from recent incidents and aligning with federal guidelines, the updated annex will enhance Maine's ability to respond swiftly and effectively to cyber emergencies, minimizing disruptions to government operations and public services.

Strengthening Preparedness through Tabletop Exercise.

To enhance the State's cybersecurity readiness, MaineIT conducted a ransomware-focused tabletop exercise (TTX) with 30 participants from various state agencies and technical teams. The exercise tested the effectiveness of our Incident Response Ransomware Playbook, identifying areas for improvement in communication, decision-making, and resource allocation. By simulating a high-impact cyber incident, the TTX fostered collaboration, reinforced response protocols, and provided valuable insights to refine Maine's incident management strategies for future threats.

Advancing Responsible AI Governance in Maine State Government.

In response to a temporary moratorium on generative Artificial Intelligence (AI), MaineIT is proactively developing governance policies for responsible AI use in State agencies. This includes creating a structured AI framework for ethical and secure AI deployment. As part of this initiative, MaineIT secured a Harvard Fellow to help explore advanced AI capabilities and develop a strategic integration roadmap. This partnership balances innovation with strong security controls, positioning Maine as a leader in responsible AI adoption while mitigating risks. Over the past year, MaineIT has implemented several new policies, including the landmark Generative AI (GenAI) Policy which ensures the responsible, transparent, and ethical use of AI within the Executive Branch. The policy provides clear guidelines for leveraging GenAI to improve efficiency through automation, data analysis, and resource optimization. By proactively addressing risks related to privacy, security, workforce impact, and accountability, we are safeguarding citizen data, upholding public trust, and aligning AI adoption with ethical governance and fundamental human rights. This commitment is further reinforced by the Governor's Executive Order 2024-12, which establishes the Maine Artificial Intelligence Task Force, emphasizing the State's dedication to responsible AI development, compliance, and cybersecurity best practices while fostering positive change in State operations.

Maximizing service.

Over the past year, MaineIT has remained committed to maximizing customer service by enhancing our support to State agencies through innovative IT solutions, streamlined processes, and responsive assistance. We have strengthened interagency collaboration, improved service efficiency, and implemented new technologies to ensure reliable and secure IT infrastructure. Our dedication to excellence has resulted in faster response times, increased system reliability, and a more seamless user experience for State agencies, empowering them to deliver critical services to the public more effectively.

Proactively Refreshing Devices for Performance and Reliability.

MaineIT has proactively refreshed 1,881 devices and completed three major agency hardware refreshes this year, including major projects for the Maine State Police, Maine Revenue Services, and DHHS Office for Family Independence. Now in its second year, the proactive refresh initiative – combined with natural attrition – has resulted in 91% of our device fleet being less than five years old, ensuring improved performance and reliability across agencies.

✅

7,616

total technology items deployed to users in 2024

Remote Support Efficiency.

MaineIT continues to strengthen our shift-left strategy – a proactive approach that involves addressing issues earlier in the support process – focusing on resolving more service requests at first contact. By implementing message alerts for major outages and improving collaboration between our Help Desk and Escalation Team, we achieved 2,000 fewer abandoned calls than last year, the lowest rate in three years. Additionally, enhanced training enables Help Desk technicians to submit orders and assign software, reducing the need for escalations and streamlining support services.

✅

60,791

calls answered by the MaineIT Help Desk in 2024

Solving Complex Technology Challenges.

MaineIT hosts two weekly solutioning sessions, bringing agency stakeholders together to tackle complex technology challenges. These meetings provide clear, actionable solutions and definitive paths forward for each issue discussed. Agencies leave with viable options and equipped with the tools and guidance needed for informed decision-making. By delivering real-time, practical solutions, MaineIT helps State of Maine agencies navigate the evolving technology landscape with confidence.

✅

54

solutioning sessions were held in 2024

Launching IT Peripheral Self-Service Web Portal.

To enhance purchasing efficiency for State agencies, MaineIT introduced a Self-Service web portal, allowing authorized users to directly purchase a curated selection of IT equipment like keyboards, mice, and webcams. This streamlined system enables faster, compliant, and cost-effective procurement. Since its launch, the portal has proven to be a success, with 45 agency users having purchased a total of 579 items, improving purchasing speed and agency autonomy.

Advancing Digital Accessibility Awareness and Culture.

MaineIT is committed to fostering a culture of digital accessibility to ensure inclusive access to State services. Over the past year, we updated the Digital Accessibility and Usability Policy, presented digital accessibility topics at various forums, and expanded online resources. As digital accessibility awareness grows across State agencies, so does the demand for guidance and support. To sustain progress, MaineIT is prioritizing governance, communication, compliance, fiscal planning, software development, testing, procurement, and training – ensuring accessibility remains central to the State's digital transformation.

Expanding Digital Accessibility Partnerships and Initiatives.

In 2024, MaineIT deepened our partnership with the Information Technology Accessibility Committee (ITAC), integrating its insights into strategic initiatives for digital accessibility awareness, education, and testing. This partnership produced a high-level accessibility awareness module for State personnel. Meanwhile, the Multi-State Digital Accessibility Collaborative, launched by Maine, expanded from 17 states in 2023 to 26 in 2024, highlighting the growing national focus on digital accessibility. MaineIT will continue collaborating with partners and in forums to share knowledge, identify best practices, and promote consistency in digital accessibility across states.

Introducing On-Premises Tier 3 Storage Solution.

To provide State users with a cost-effective archival storage solution unhindered by internet access speeds, MaineIT has introduced an on-premises Tier 3 storage solution, allowing users to store and retrieve large volumes of data seamlessly. By leveraging this on-premises approach, we ensure faster access times, enhanced data security, and reduced reliance on external internet connectivity. This strategic investment addresses the growing data storage needs of the State of Maine while improving performance and cost efficiency.

MaineIT manages the storage of over 10.08 Pebibytes (PiB) of logical data.

That's equal to over 2.2 billion digital photos.
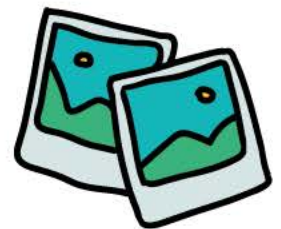
Enhancing Document Imaging System and Security.

MaineIT maintains the State of Maine's document imaging system, providing seamless access, support, and training for 36 agencies. Over the past year, we upgraded test and production environments, improved system performance with key enhancements and critical bug fixes, and strengthened security by implementing Multi-Factor Authentication (MFA) and a robust Password Policy. Additionally, we supported the development and deployment of 17 agency projects, further optimizing document management and reinforcing our commitment to efficiency and innovation.

Modernizing SQL Databases and Enhancing Data Analytics.

MaineIT manages and maintains the State of Maine's SQL databases and servers, ensuring a secure, efficient, and modern data environment. In 2024, we successfully decommissioned all remaining 2012 SQL servers, bolstering security and compliance. Additionally, we overhauled the SQL billing process and optimized system performance by identifying and removing 156 unused databases. To further enhance data accessibility, we deployed Azure Power BI, equipping State agencies with advanced analytics and reporting capabilities. These efforts underscore our ongoing commitment to modernization, security, and operational excellence.

MaineIT
maintains
566
active SQL
databases.

Enhancing Device Security and Performance.

MaineIT is dedicated to enhancing endpoint security through improved patch management, ensuring timely updates to address vulnerabilities, functionality issues, and new features. This year, operating system and software patching transitioned to Microsoft Intune, a cloud-based service that helps manage and secure devices, applications, and data, reducing our risk profile score by 50% and enabling faster responses to patch releases. As a result, 90% of devices are now patched within one month of Microsoft's release – a 17% improvement over last year. Additionally, we have implemented hardware driver patching across all major manufacturers, improving system stability, performance, and security.

Securing Enterprise Messaging.

MaineIT plays a critical role in managing and securing email communications for Maine.gov, ensuring reliable and protected message delivery. In 2024, we made significant advancements in email security by proactively retiring legacy servers ahead of their end-of-support deadline, reducing vulnerabilities and strengthening our infrastructure. Additionally, we worked closely with more than 30 different sending services to implement enhanced email authentication measures, preventing spoofing and ensuring that all outgoing messages from Maine.gov originate only from verified and trusted sources. These efforts reinforce our commitment to maintaining a secure and efficient enterprise messaging environment.

Enhancing Communications for Maine State Police Troop.

A new talk group was successfully built, tested, and deployed for the Maine State Police Troop I, which covers I-95 from mile marker 109 to the Aroostook County line, I-195, I-295 from Scarborough to West Gardiner, and I-395. Previously, separate troops were responsible for different sections of interstate, each with their own talk groups, creating communication challenges. The newly established talk group enables Troop I to communicate seamlessly across the entire span of their coverage area, improving coordination and response times. Troop I is now actively utilizing this system to enhance operations and more effectively complete their duties.

Completing Statewide Microwave System Upgrade for Law Enforcement.

This year marked the successful completion of a comprehensive microwave system upgrade across the entire state, significantly improving communication reliability for law enforcement agencies. Microwave dishes, the large, round antennas mounted on radio towers, require a direct line of sight to maintain strong signals between locations within the State of Maine network. Over the past year, all microwave systems were upgraded, enhancing signal strength, reducing dropped calls, and providing clearer, more consistent communication for first responders. This critical infrastructure improvement ensures that law enforcement personnel can operate with greater efficiency and reliability, reinforcing public safety statewide.

Onsite photos from the Microwave Project.

Securing Communications at the Capitol Complex.

To address critical communication challenges faced by Capitol Police and other State agencies, MaineIT installed a temporary tower site at the Capitol complex. Previously, officers had experienced significant radio connectivity issues within the building and throughout the complex, hampering their ability to coordinate security efforts effectively. The temporary tower improved communication, ensuring seamless coordination for security operations across the Capitol complex. Its success has prompted plans for a permanent tower, set for completion early next year, marking a key advancement in Capitol security infrastructure.

Supporting Public Safety with Eclipse Preparation Efforts.

As part of the Maine Emergency Management Agency's eclipse preparedness efforts, MaineIT established connectivity for Public Safety's FirstNet network at underserved locations across the state, completing in just eight days a process that typically requires forty-five. This rapid deployment provided critical, reliable communications infrastructure for Public Safety First Responders, ensuring seamless command and control capabilities. With approximately 40,000 visitors arriving in rural Maine counties, these efforts played a vital role in maintaining public safety and emergency response readiness during the high-impact eclipse event.
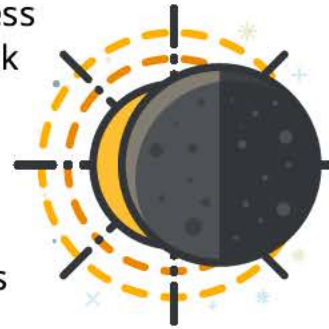
Completing Network Upgrade for Correctional Facility Renovation.

MaineIT successfully completed the final tasks required to close out the $143 million Department of Corrections renovation at the Windham Correctional Facility, marking a significant transformation of the complex. The project involved the demolition of outdated administrative, residential, and educational structures while expanding network services throughout the facility, integrating connectivity into both renovated spaces and new constructions. These efforts greatly enhanced the facility's capacity to deliver essential medical, legal, and educational services, supporting the Department's mission to improve operational efficiency and resident rehabilitation resources.

Developing SUN Bucks System to Support Summer EBT Program.

MaineIT has successfully developed the new SUN Bucks data collection system to identify children who meet state and federal eligibility guidelines for the Summer Electronic Benefit Transfer (Summer EBT) program. Launched by the United States Department of Agriculture as a successor to Pandemic EBT (P-EBT), which ended in 2023, Summer EBT – also known as SUN Bucks – provides grocery-buying benefits to qualifying families during the summer months when schools are on break. This initiative ensures continued nutritional support for Maine children in need.

Supporting Career and Technical Education with Federal Data Submission.

The Department of Education's Career and Technical Education (CTE) program, rooted in traditional vocational studies, provides students with specialized coursework in fields such as automotive repair, law enforcement, and early childhood development. Over the years, CTE has evolved to integrate additional graduation credits that align with core curriculum subjects like Math and Science, broadening its impact on student education. Federal funding for this program is assessed annually, requiring the State of Maine to submit specific demographic data for government analysis. In support of this initiative, MaineIT has successfully completed the creation, validation, and upload of all required data files to the Federal system. This milestone ensures accurate calculation and equitable distribution of funding, reinforcing the State's commitment to providing high-quality career and technical education opportunities for students.

Enhancing Equitable Education Subsidy Calculations.

The Department of Education's Essential Programs and Services (EPS) model is a data-driven framework designed to ensure Maine schools receive the necessary funding to provide equitable educational opportunities. As a cost-based subsidy calculation model, EPS incorporates various demographic inputs to determine resource allocation, supporting the State's commitment to student success. MaineIT played a critical role in this year's subsidy update to validate data, conduct extensive test calculations, and refine the model based on feedback. In January, the Department of Education publicly released the subsidy proposal for the upcoming fiscal year, marking the culmination of months of rigorous analysis and collaboration to uphold Maine's learning standards.

Enriching and *transforming* government services.

Enriching and transforming government services through continuous improvement and modernization means leveraging cutting-edge information technology to enhance efficiency, security, and user experience. By adopting cloud-based solutions, data analytics, and automation, we have streamlined operations and improved service delivery. Our ongoing commitment to IT innovation ensures that government services remain agile, scalable, and responsive, meeting the evolving needs of Maine residents while driving digital transformation across all levels of government.

Building a Secure and User-Friendly Constituent Portal.

MaineIT is developing a Constituent Portal, a unified, user-friendly platform designed to streamline access to State government services. The portal will offer a personalized interface that allows constituents to easily navigate resources, manage personal information, and access relevant services. Focusing on security, privacy, and consent, the portal will incorporate identity verification for safe, automated identity validation and centralized data management. With an emphasis on digital equity, the portal will improve customer service by recommending relevant services and enhancing the user experience. Additionally, it will reduce costs and improve efficiency by consolidating data, eliminating redundancies, and lowering credential expenses, all while empowering constituents to manage their privacy preferences with full transparency.

Transitioning to Windows 11 for State Agencies.

The Windows 11 upgrade project has successfully completed its design, configuration, and testing phases, ensuring a smooth transition to the latest operating system. MaineIT is set to begin upgrading the entire device fleet in mid-February 2025, enhancing security, performance, and user experience across State agencies. With 95.3% of the fleet already compatible with Windows 11, the transition is expected to be efficient and minimally disruptive. MaineIT has also set up a Windows 11 Upgrade FAQ Dashboard and Windows 11 Resource Portal to provide useful links and helpful tutorials to answer frequently asked questions, ensuring users have the necessary support throughout the process. This upgrade reflects MaineIT's commitment to maintaining a modern, secure, and reliable technological environment that supports the evolving needs of our workforce.

Modernizing Enterprise Architecture.

Modernizing our Enterprise Architecture program is a key strategic initiative designed to align with industry standards and frameworks. As part of this effort, we have established an Architecture Review Board (ARB) to evaluate and approve critical IT project components, ensuring alignment with State regulations and strategic goals. This promotes consistency, quality, and effective planning. Additionally, we conducted organizational listening tours, giving the entire MaineIT team an opportunity to participate, provide feedback, and shape the future of the program. These initiatives strengthen enterprise architecture to better support the State's evolving needs while maintaining best practices.

Optimizing IT Infrastructure.

MaineIT maintains a secure and efficient IT infrastructure, ensuring that users throughout State government can seamlessly access the resources they need. This year, we made significant strides in optimizing our Active Directory (AD) environment while achieving substantial cost savings. By leveraging Splunk for file activity alerts and Power BI for AD reporting, MaineIT eliminated the need for additional software, resulting in an annual savings of $322,000 for the State of Maine. This improvement not only enhanced security and efficiency but also reinforced our commitment to cost-effective IT solutions.

MaineIT maintains Directory Services for
15,318 users.

Eliminating Legacy Magnetic Tape.

As part of our ongoing effort to phase out legacy magnetic tape media, MaineIT has successfully migrated all litigation-held data from outdated tape backups to archival disk storage. This transition was critical, given the limited shelf life of magnetic media, and has significantly improved data security and accessibility. Additionally, by reclaiming over 18,000 tapes, we have taken a major step toward modernizing our storage infrastructure. This initiative not only enhances operational efficiency but also yields substantial cost savings of over $610,000 annually.

Modernizing the Offender Management System.

MaineIT is actively supporting the replacement of the Department of Corrections' (DOC) mission-critical legacy Offender Management System (OMS), which has been in use in some capacity since 2003. The OMS is essential for managing adult and juvenile residents in institutions, on community confinement, or under supervision. In 2023, MaineIT collaborated with DOC and DAFS IT Procurement to select a vendor for this large-scale modernization effort. MaineIT played a key role in the solicitation and procurement of a modern, scalable OMS. The implementation project, COMPASS, is now underway with project management support from the Project Management Office and technical support from MaineIT. Funding in the Governor's proposed FY26/27 biennial budget is essential to completing the implementation.

Modernizing Maine's Tax System.

In 2024, MaineIT and Maine Revenue Services achieved a significant milestone with the successful completion of the State Tax Administration and Revenue System (STARS) and Maine Tax Portal (MTP) project. This transformative information technology initiative modernized the State's tax infrastructure by replacing outdated legacy computer systems with a comprehensive, integrated tax platform. The project, spanning a total of seven years with three years of meticulous planning and four years of strategic implementation, represents a pivotal advancement in State technology services. The new STARS/MTP system now manages all 48 of Maine's tax types and programs, delivering enhanced data security and substantially expanded self-service capabilities for both taxpayers and tax professionals. This modernization not only streamlines administrative processes but also provides Maine people with a more efficient, user-friendly tax management experience.

Our Work in Action

Enhancing DOT Construction Management.

In early 2024, MaineIT successfully upgraded the on-premises transport system, marking a major advancement in the Maine Department of Transportation's (DOT) construction project management capabilities. This comprehensive application supports the full project lifecycle while integrating with financial, project management, data warehousing, and material testing systems. Initiated in 2020, the transformation modernizes infrastructure, streamlines processes, and improves financial data management. Once legacy projects reach completion, the old system will be decommissioned, further optimizing operations. With approximately $270 million in annual projects, this upgrade represents a significant step forward in efficiency, transparency, and long-term sustainability for DOT construction initiatives.

Modernizing DOT Materials Testing.

As part of a multi-year modernization effort, MaineIT has partnered with DOT, to transition the MILES lab application – a complex material testing system – to a cutting-edge Software as a Service (SaaS) platform. This transformation has already streamlined DOT's testing process by successfully migrating all non-asphalt testing, improving efficiency and accuracy. By modernizing the system, turnaround times have improved, enabling earlier detection and correction of material issues in the construction process. This proactive approach minimizes costly rework, optimizes project timelines, and ensures higher-quality infrastructure. These advancements mark a significant step toward enhancing the reliability and effectiveness of DOT's material testing operations.

Advancing Mental Health Care with Integrated Health Records.

MaineIT played a pivotal role in the successful implementation of a new integrated health record system at Riverview Psychiatric Center, building on the achievements from the recent go-live at Dorothea Dix Psychiatric Center. These milestones mark the culmination of a 12-year effort to modernize and replace outdated systems across the Department of Health and Human Services' (DHHS) State Psychiatric Centers. The new systems streamline patient data into a unified record, enhancing both patient care and operational efficiency. In recognition of their dedication and exceptional contributions to these initiatives, two MaineIT employees were honored with Certificates of Achievement, the Riverview Superintendent's Award of Excellence Coin, and the Dorothea Dix Values Award Coin.

Enhancing Direct Certification for School Meal Access.

MaineIT, in collaboration with the DHHS Office for Family Independence and the Department of Education (DOE), has modernized the data access process to expand Direct Certification with Medicaid. This enhancement enables eligible Maine students to be certified for free or reduced-price school meals without requiring household applications, supporting Maine's participation in the USDA Food and Nutrition Service pilot program. By streamlining data sharing between State agencies, this initiative improves student access to school meals, reduces administrative burdens for schools and families, and enhances certification accuracy, ensuring more children receive the nutrition they need.

Optimizing Daily Attendance Data Processing.

MaineIT has successfully implemented a critical performance enhancement to the DOE daily attendance data load process, ensuring more efficient and reliable data reporting. This process is essential for updating school attendance data, a federally required component for compliance and reporting. Previously, system performance issues caused the data load to take between three to six hours, creating delays and inefficiencies. Following the recent optimizations, the process now runs between one and fifteen minutes, depending on the data set size. This significant improvement enhances data accuracy, reduces processing times, and supports timely decision-making, ultimately strengthening the State's education data infrastructure.

Advancing Cloud Infrastructure and Governance.

In 2024, MaineIT made significant progress in improving our cloud infrastructure and processes. Key efforts included preparing our systems for integration with both Azure and Oracle, while also establishing clear standards and guidelines for cloud usage. We implemented a virtual desktop to provide secure access for remote users and created detailed documentation to guide our cloud migration process. Additionally, we introduced a better system for tracking applications and servers, improving overall management. The cloud infrastructure also expanded with the addition of a Staff Augmentation Product-Oriented Delivery, a network upgrade across multiple cloud platforms, and a new data center. These initiatives were essential to advancing our cloud migration, and helped ensure a more efficient and secure cloud environment for the State of Maine.

Advancing Cloud Skills.

In 2024, the State of Maine's Cloud MJRP-funded initiative made notable progress in its digital transformation efforts. A comprehensive Cloud Workforce Assessment was conducted, surveying 409 MaineIT staff, with 200 respondents providing valuable insights into the current state of cloud skills and training needs. This assessment led to the development of targeted upskilling plans and strategies aimed at addressing skill gaps. These strategies include leveraging contractor support and providing focused training opportunities to ensure that MaineIT's IT workforce is well-equipped for future cloud-related challenges.

Building a More Resilient Infrastructure.

MaineIT has improved cloud connectivity by establishing a dedicated network presence outside the state, enhancing performance and reliability. This effort includes high-speed connections to major cloud providers – Azure, Oracle, and Amazon – ensuring more efficient access to critical services. Additionally, a streamlined network framework has been implemented to strengthen connections across multiple cloud platforms, increasing flexibility, security, and scalability to better support the State's digital operations.

Strengthening Our IT Infrastructure for Growth.

MaineIT has implemented an Azure landing zone to establish a scalable and secure cloud foundation that significantly enhances operational efficiency and agility. This deployment has enabled the rapid launch of new applications and services, playing a pivotal role in driving our digital transformation initiatives, and our ability to adapt to evolving agency needs. As we continue to grow, the platform's scalability ensures seamless expansion of IT infrastructure without compromising performance or security, strategically positioning Maine for the future.

Upgrading Dispatch Systems.

For the first time, the State successfully upgraded all dispatch consoles and recorders using only internal staff rather than outsourcing the project. Dispatch consoles and recorders are critical systems that connect dispatchers with field personnel to coordinate operations, monitor safety, and respond to emergencies. By eliminating the need for outsourcing, the State achieved significant cost savings of approximately $260,000. This strategic decision not only strengthened operational self-sufficiency but also modernized essential communication infrastructure, ensuring more reliable and efficient dispatch operations. The initiative represents a major step toward greater technical independence and long-term sustainability in maintaining public safety systems.

Streamlining Vehicle Upfitting.

A new UpFit process was created and implemented to streamline vehicle builds, reducing turnaround time and increasing efficiency. Previously, agencies needing these vehicles each had their own unique configurations, leading to inconsistencies and delays. By collaborating with these agencies, a standardized approach was established, ensuring all vehicles are built with the same components and configurations, expediting the process and reducing costs. Additionally, an assembly-line workflow was introduced, with specialized technicians assigned to specific sections of the vehicle, allowing for a more efficient and systematic build process. This initiative has significantly improved vehicle production speed while optimizing resources.

Success in technology is never achieved in isolation – it thrives through collaboration, shared vision, and the seamless intersection of expertise. As the IT Department for the State of Maine, our work is strengthened by the partnerships we cultivate with Data Management, IT Finance, IT Procurement, and the Project Management Office. These connections form the foundation of progress, enabling us to navigate complexity, drive innovation, and deliver meaningful solutions. Over the past year, our collective efforts have transformed challenges into opportunities, shaping a more efficient and resilient digital landscape for the State. The following highlights reflect the power of these shared endeavors.

Data Management and Governance

The Chief Data Officer (CDO), designated by the DAFS Commissioner, leads the State's Data Management and Governance Practice (DMGP). The CDO is responsible for establishing and promoting policies, standards, processes, and technology to manage data as a secure and strategic asset. Additionally, the CDO advances statewide data initiatives by fostering accessibility, equity, sharing, privacy, and security.

Data Management and Governance Practice.

The Data Management and Governance Practice (DMGP) fosters a secure environment for sharing live data across departments and with the public to enhance policies, programs, and services in Maine. Examples include racial and disparate impact statements, data-driven decision-making, financial analysis, and grant applications.

DMGP's responsibilities, outlined in 1-M.R.S. Chapter 14-B: Data Governance Program, empower collaboration with the Secretary of State and the Permanent Commission on the Status of Racial, Indigenous and Tribal Populations to promote best practices in data governance, with equity as a key value. This collaboration forms the Data Governance Working Group.

Following a federated governance model, each Executive Branch agency designates Data Stewards to oversee compliance and participate in the statewide demographic data inventory. Per 5 MRS §1982 (9), departments retain ownership of their data, ensuring they can leverage it effectively for decision-making. This model provides statewide consistency in data policies and standards while allowing agencies autonomy to develop more detailed policies, provided they meet DMGP's minimum requirements. This approach encourages collaboration and continuous improvement.
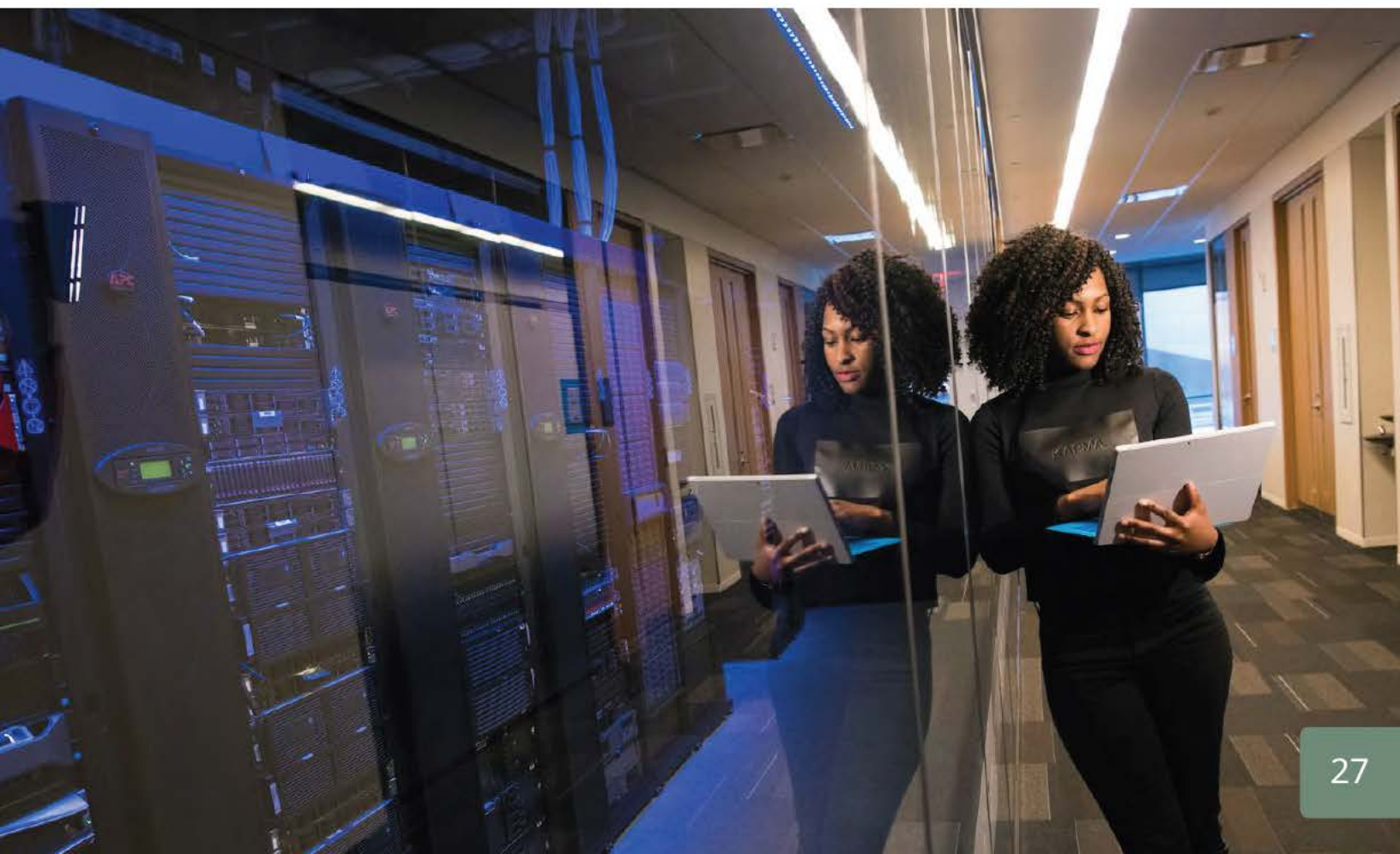
DMGP Accomplishments.

In 2024, DMGP, in partnership with the Data Governance Working Group, led efforts under PL 2023, Chapter 581, engaging agencies across Maine. While this year's focus was on demographic data, DMGP gained insights into agency-level data management and collection standards. Few agencies have established data governance policies, with progress varying among them. To enhance data literacy and consistency, DMGP will continue offering training and workshops for Data Stewards.

- **Workshops.** DMGP conducted two workshops to familiarize Data Stewards with legislative requirements, the benefits of data governance, and how to complete surveys for the statewide demographic data inventory. The topics covered included data definitions, system inventory, preliminary findings, and formatting options for demographic data.

- **Surveys.** DMGP collaborated with agencies on two surveys to assess demographic data collection and related systems. The Demographic Data Survey provided an overview of data collection practices among State agencies. The Data Systems Inventory detailed how the 13 categories in PL 2023, Chapter 581 – plus Tribal Affiliation, added by consensus – are represented in data systems.

- **Data Governance Working Group.** The Data Governance Working group continued meeting throughout the year to evaluate best practices and ensure equity remains central to data governance.

- **Stakeholder Outreach.** DMGP engaged primarily with State agencies through Data Stewards. Disability Rights Maine and the Maine Health Data Organization contributed to defining demographic categories. Based on recommendations from the Data Governance Working Group, DMGP will establish a formal stakeholder engagement process.

- **Demographic Data Definitions.** Data Governance Working Group members developed common definitions for demographic categories to improve consistency and comparability across agencies.

- **Data Standards.** MaineIT funded a consultant to assist with the creation of data standards, which is still in progress.

- **DMGP SharePoint.** Established as a centralized resource for Data Stewards, the DMGP SharePoint provides a one-stop resource for recorded workshops, legislation, reports, and direct support. This resource helps new Data Stewards acclimate and safeguards institutional knowledge as data governance matures over the next five to ten years.

What We Have Learned So Far.

DMGP has worked with departmental Data Stewards to assess demographic data capabilities and identify use cases for data governance, such as longitudinal youth outcome studies. Key barriers to data sharing, including legal restrictions, were identified, highlighting the need for data-sharing agreements and MOUs to define how and when data can be shared across departments or with the public.

To establish a baseline, DMGP engaged Data Stewards to understand existing practices and develop policies and standards for Executive Branch agencies. While some agencies have made progress in data governance, efforts remain siloed across departments and even within programs.

Recognizing that cultural change is essential to advancing data governance, DMGP is committed to fostering collaboration through communication, education, and training. By implementing a structured approach, DMGP aims to improve data quality, privacy, and agency-wide cooperation.
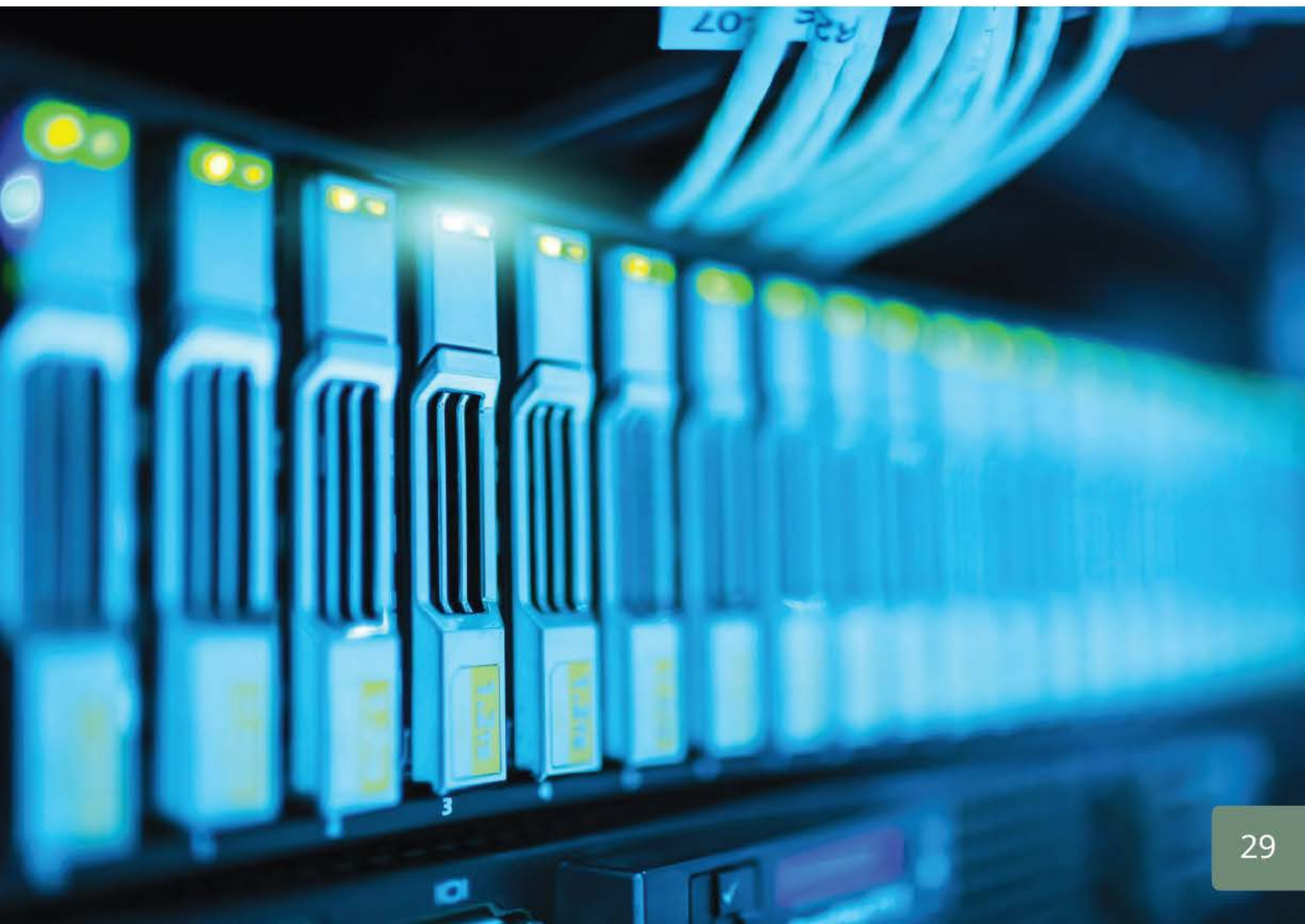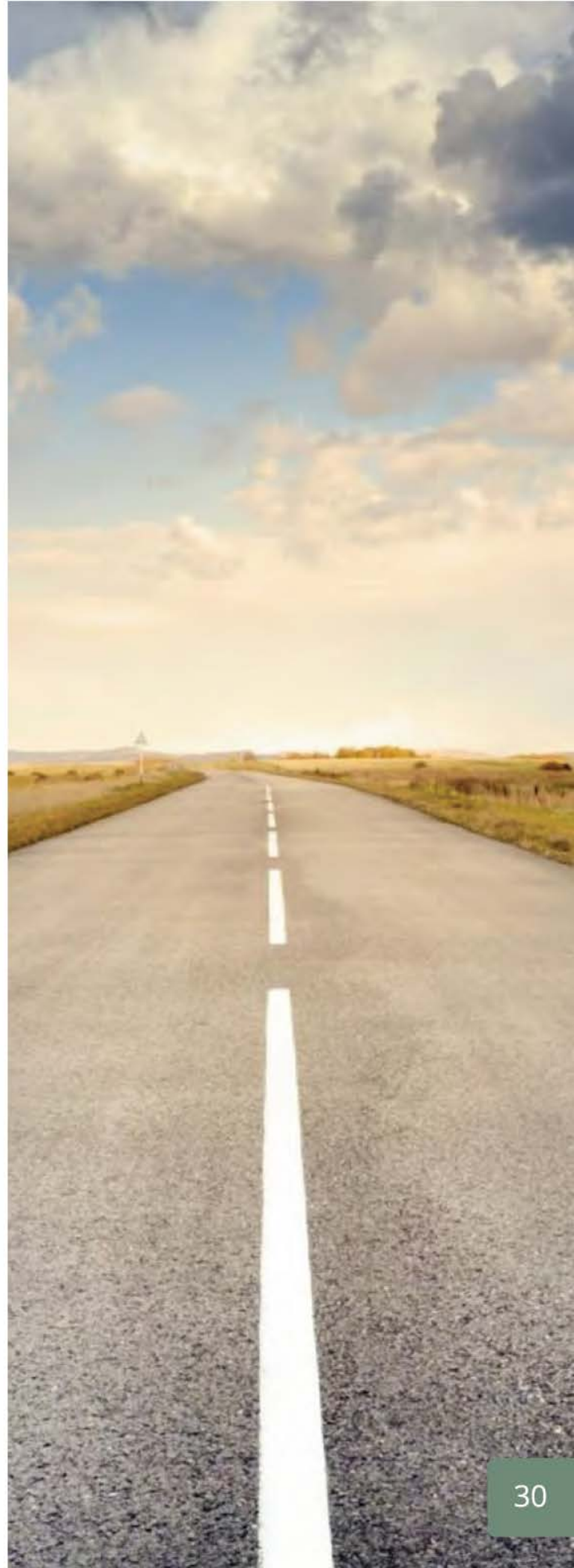
The Road Ahead.

DMGP is committed to developing data collection and storage policies based on best practices to enhance consistency across State agencies. Education and training on accurate and standardized data are essential first steps.

While progress is already underway in Maine, advancing data governance requires a clear inventory of existing data, collection methods, improved sharing strategies, and data quality management. To support these efforts, over the next two to three years, DMGP will work to establish best practices, state-level standards, and agency partnerships. Key priorities include:

- **Creating a statewide data advisory group** to set data governance goals while allowing agencies to manage implementation.
- **Defining data governance policies, roles, and responsibilities** following Data Management Association (DAMA) guidelines.
- **Developing and implementing data standards** for metadata management, data quality, interoperability, and master/reference data.
- **Advising agencies** on maturing data governance practices, including data-sharing agreements, privacy best practices, and data literacy.

Per PL 2021, Chapter 717, DMGP will report annually to the Joint Standing Committee on State and Local Government on activities and progress. DMGP is also working to ensure equity remains central to data governance. Establishing a Community of Practice will incorporate stakeholder feedback into data collection and usage, allowing DMGP and Data Stewards to provide reliable data that identifies potential disparities in programs and services.

IT Finance

IT Finance is one example of our shared partnerships, exemplifying our commitment to strong fiscal stewardship and strategic investment. The DAFS Service Center provides MaineIT with dedicated financial business services, including rate setting, budgeting, invoice processing, and financial support. In 2024, MaineIT continued to strengthen our financial position, address funding shortfalls, and meet agency billing needs. With assistance from the Legislature, we secured vital investments to support key initiatives and drive innovation in State technology.

Enhancing Billing Processes.

Last year, MaineIT re-established monthly billing meetings with agency members to improve transparency and streamline the billing review process. Recognizing the need for continued efficiencies in the billing process, we implemented updates to our Account Code Solution (ACS) uploads, automatically separating debits and credits to reduce manual processing and reviewing for agencies. Additionally, we expanded the use of Updocs, an excel file format that allows employees to upload bulk data, enabling seamless integration with the Advantage payment system and allowing agencies to upload bills and easily submit payments.

Advancing Digital Transformation with MJRP Funding.

MaineIT leveraged funding from the Maine Jobs and Recovery Plan (MJRP) to advance our strategic direction, strengthen infrastructure, support cloud initiatives, and enhance cybersecurity. By the close of 2024, MaineIT had obligated $47.6 million in MJRP funding, distributed as follows:
- 63% to modernize and improve digital technology
- 30% to bolster cybersecurity efforts
- 7% to expand remote work capabilities

These investments are pivotal in securing and optimizing digital services for State agencies and Maine residents.

Increasing Cybersecurity Funding.

In 2023, MaineIT's Cybersecurity Program received a substantial financial investment from the Maine State Legislature, reflecting the State's strong commitment to digital security. As a result, the share of the MaineIT budget allocated to cybersecurity rose significantly:
- 8.46% in Fiscal Year 2022
- 13.53% in Fiscal Year 2023
- 16.84% in Fiscal Year 2024

This sustained investment, which encompasses all IT expenditures including agency chargebacks and both overall and perimeter security costs, are vital to safeguarding State systems and data amid an increasingly complex and evolving threat landscape.

IT Procurement

As part of the DAFS Office of State Procurement Services, IT Procurement provides oversight and guidance to ensure consistency, transparency, and alignment with the State's broader IT strategies. IT Procurement is a key example of our shared partnership model, working to support the State's technology goals and objectives. This group ensures the efficient management of IT contracts and acquisitions, while fostering long-term relationships with value-added resellers to deliver strategic and cost-effective technology solutions.

Modernizing IT Service Contracts to Enhance Efficiency and Security.

The IT Procurement team developed and published a new IT Service Contract (IT-SC) template, replacing the outdated BP54-IT template. The updated IT-SC aligns with the standard Service Contract (SC) template, streamlining the contracting process, improving consistency, and enhancing efficiency for agencies. To comply with public law, the IT-SC terms were updated to prohibit contracts with foreign adversary business entities and the procurement of prohibited technologies. These measures strengthen the State's cybersecurity posture and protect critical infrastructure.

Streamlining IT Procurement with New RFP Template and Technical Assessments.

IT Procurement introduced a new IT-RFP template to streamline the competitive procurement process for IT products and services, including hardware, software, and services involving data transfer, storage, or access to State networks. A key addition to the process is the Technical Assessment (TA), conducted by experts in system architecture, security, applications, networks, and cloud computing. The TA evaluates proposals for technical efficacy and compliance risks, providing critical insights to the RFP evaluation team. This structured review improves decision-making, mitigates risks, and ensures alignment with State standards.

Launching e-Learning Program.

The IT Procurement team developed and launched the on-demand, self-paced e-learning course *Introduction to IT Procurement* to guide Maine State Government staff through the IT procurement process. This training helps agency personnel understand procurement procedures, access essential resources, and determine when/how to initiate IT procurements. The course also outlines key stakeholders and their roles in ensuring a smooth, effective procurement process.

Introducing Standardized Statement of Work Templates.

IT Procurement introduced new Statement of Work (SOW) and SOW Amendment templates to streamline and standardize the procurement of services under master agreements (MAs). Agencies are now required to use the SOW template when submitting delivery orders (DOs), ensuring consistency and alignment with State procurement standards. This initiative supports compliance and efficiency in IT service agreements across State operations.

Project Management

The State of Maine's Enterprise Project Management Office (EPMO) is a service organization created to support Executive Branch departments, projects, and initiatives. The EPMO stewards State of Maine investments through diligent, best practice-based processes that foster effective execution and successful outcomes. EPMO provides a comprehensive set of services to ensure that State-funded undertakings are well managed, and the desired outcomes are achieved. The EMPO approach ultimately ensures that public resources are utilized effectively across the breadth of Executive departments. The EPMO is engaged in any project which:

- **Is a technology project** with a specific start and end date, requires additional resources beyond the existing duties of operational staff, demands specific requirements for technology usage, and which may span the scope of any single bureau, program, or division.
- **Is a program improvement project** that is a specific effort to develop or change a program to achieve measurable improvement in effectiveness, performance, accountability, or the quality of outcomes.
- **Is high-risk**, such as those that have public exposure, are complex, and/or are experiencing difficulties in achieving milestones.
- **Projects that require external, third-party validation or user testing** before being launched to the target audience.

The EPMO delivers a full range of industry-leading project management services provided by a team of State of Maine employees augmented with contractors to keep up with the growth in the adoption of our services. Our full array of transformation, portfolio, and project management services include initiation, strategic planning, portfolio management, project delivery, Independent Validation and Verification, and change management.

Major Project Management Accomplishments in 2024:

- **Expanded the Portfolio Management tools** to implement a more strategic system that allows for greater opportunities to evaluate new and proposed initiatives to ensure alignment with the Administration's strategic goals.

- **Responded to increased demand.** The EPMO portfolio grew by 138%, from 47 to 65 projects undertaken during the year. The EPMO refined our organizational structure to more efficiently deliver our service offerings. The number of KSI contractors increased by 124%. Through the FY26/27 budget process, the EPMO will advocate for additional State positions.

- **Piloted and deployed RFP support and contract management services**, assuming a role in technology contract negotiations with other State agencies who may not have internal expertise in this arena.

- **The EPMO is growing into its role as inter-agency leadership organization**, leveraging its awareness of and engagement with projects and initiatives to foster crosscutting across the Executive Branch. This role can uncover ways to share resources and expertise between and among departments.

Shared Partnerships
Project Management

Project Management by the Numbers

41 First Contacts (Intake Meetings)
30 Business Cases Created
16 Projects Completed
48 Projects In-flight
4 In-flight Independent Validation and Verification Initiatives
6 Supported RFP/Contracts Awarded

Personnel:
The PMO has effectively doubled staffing capacity since 2022, adding new strategic capacity and building muscle for continued outreach.

Current State Staffing:

- 2 new Associate Directors
- 7 Project Managers
- 3 Transformation Managers (gathers high quality information used to start projects and create business cases)
- 3 Project Analysts
- 1 new Project Coordinator
- 1 Management Analyst II (manages contract personnel and manages all back-office needs for the EPMO)

Current Contracted Staffing:

- 17 Contract Project Managers
- 23 Contract Business Analysts (business process modeling)
- 7 Contract Testers (user acceptance testing, largely applicable to technology, to ensure compliance with requirements)
- 1 Programmer
- 1 Data Analyst
- 2 Project Coordinators
- 1 Intern

Recognition

Digital States Survey.

Maine received an A- in the 2024 Digital States Survey, a highly comprehensive and regarded benchmark for state government IT organizations. MaineIT has maintained this grade since 2022, demonstrating a commitment to innovation, high-performing solutions, and excellence in operations, governance, and administration.

Constituent Digital Experience.

Maine received an Outstanding Achievement Award from the Center for Digital Government for excellence in Constituent Digital Experience. This recognition highlights the State's innovative digital services strategy, which prioritizes engagement with constituents and businesses while continuously enhancing public services.

StateScoop 50 Awards.

The StateScoop 50 Awards recognize outstanding leaders and innovative projects in state government IT. Presented at the National Association of State CIOs (NASCIO) Midyear Conference in National Harbor, Maryland, these awards honor individuals and initiatives that have made significant advancements in government operations and citizen services. In 2024, Dawnna Pease, MaineIT's Computing Infrastructure & Services Director, was honored with the State Leadership of the Year Award, recognizing her exceptional contributions to state IT leadership.

DAFS Manager of the Year.

Michael MacPeek, Senior Technical Support Specialist at MaineIT, was named the DAFS 2024 Manager of the Year. As manager of the recently consolidated Enterprise Operations Management and Escalation teams, Michael is a dedicated and results-driven leader, fostering a supportive environment that encourages learning, collaboration, and professional growth. He is known for his professionalism, responsiveness, and commitment to his team's success. His leadership style emphasizes teamwork, clear communication, and a solution-oriented approach to challenges.

Excellence in IT Modernization.

Bethany Drolet and Brittany Paradis, dedicated MaineIT employees, received multiple honors for their exceptional work in modernizing and replacing outdated systems across the Department of Health and Human Services' State Psychiatric Centers. Their awards include the Certificate of Achievement, the Riverview Superintendent's Award of Excellence Coin, and the Dorothea Dix Values Award Coin – a testament to their commitment to innovation and service excellence.

Closing Letter

By Nicholas Marquis,
Interim Chief Information Officer

As we reflect on the achievements and progress of the Maine Office of Information Technology throughout 2024, we are reminded of the vital role technology plays in shaping our state's future. This year, we have worked tirelessly to enhance the security, efficiency, and reliability of our systems while ensuring that our digital infrastructure supports the needs of all Maine residents and businesses.

From improving the delivery of critical government services to advancing innovative initiatives that foster connectivity and digital equity, our team has remained committed to the highest standards of service. I am proud of the collective efforts made by our dedicated IT professionals, partners, and stakeholders who work to make the State of Maine's technological landscape stronger and more resilient every day.

As we look ahead, we remain focused on continuing to adapt and evolve in the face of rapidly changing technology. We are poised to build on the foundation laid in 2024, with a clear vision for a more connected, secure, and technologically advanced Maine. Together, we will continue to prioritize innovation, collaboration, and inclusivity as we work to meet the challenges of tomorrow.

Thank you for your continued support and partnership in this important journey. We look forward to another year of progress, achievement, and opportunity for the State of Maine.

Nicholas Marquis

Interim Chief Information Officer
State of Maine
Department of Administrative and Financial Services
Office of Information Technology