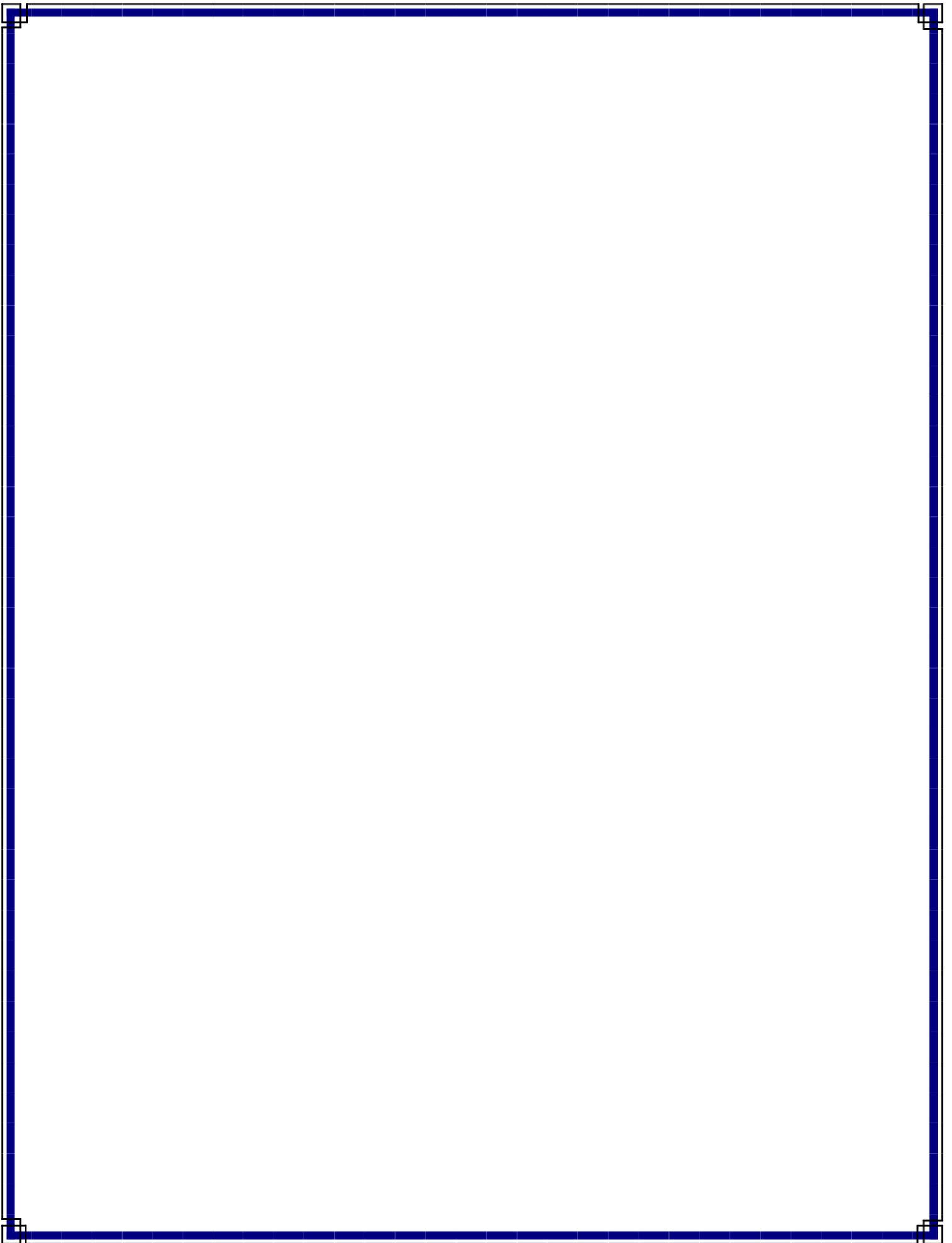


2012 Annual Report
on
Information Technology



Office Of Information Technology

in
Maine State Government



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FOREWORD FROM THE CHIEF INFORMATION OFFICER

This report fulfills the statutory reporting requirements of the Chief Information Officer (CIO) set forth in the Maine Revised Statutes, Title 5, Chapter 163 §1973 and §1974. See: www.mainelegislature.org/legis/statutes/5/title5ch163sec0.html.

On October 11, 2011, Governor Paul LePage gave opening remarks at the 9th Annual Maine Digital Government Summit. In his remarks, the Governor made the following key comments:

- Digital technology can help us find ways to reduce spending and to become more efficient, effective, and transparent in government operations.
- The economy will benefit from more communications technology and broadband access throughout the State.
- To help stimulate economic growth, the Governor challenged the information technology staff to discover ways to make the State's website and systems more transparent for job creators.
- The Governor emphasized his goals for State government to be efficient, reduce costs, and provide better access to information.

Information technology (IT) is an essential component of State government and the services we deliver to Maine citizens and businesses. Technology is embedded in virtually every aspect of State government necessary to transact business, support agency programs and missions, and provide on-line services through the State's web portal, www.maine.gov. Technology, when combined with streamlined business processes, can truly transform State government.

As the Chief Information Officer (CIO) for the State of Maine, I am committed to work as a full business partner with the agencies, to support current agency requirements for technology, as well as to work with agency leaders to use technology as enabler of process improvement and transformation of government. We will also work collaboratively with agency managers to assess security risks to critical systems and data, to ensure continuity of government for all programs and services.

State agencies are full partners with us in exploring the best technology-enabled business solutions for their agencies. IT systems and projects need to be well managed to ensure they deliver within the scope of the agencies' business requirements, on-time, and within budget. Together, the Office of Information Technology (OIT) and the agencies can ensure the delivery of agency programs and operations, as well as creatively transform State government to be more effective and cost-efficient.

I will continue to collaborate with the other Branches of State government to look for mutually agreeable cost-cutting opportunities, such as sharing existing technology solutions rather than buying duplicate capacity.

In addition, I will also foster relationships with other states to share technology solutions. Today we are working with other states to jointly develop systems at a shared cost. Examples are:

- The Department of Labor is engaged in a multi-state partnership to replace its aging systems for unemployment compensation.

- The Department of Health and Human Services is evaluating other states' eligibility systems.

OIT is also meeting with its counterparts from the other New England states to discuss areas of collaboration such as business continuity and disaster recovery space sharing within our respective data centers. Other areas of interest include consolidation, cyber security, and the use of mobile devices within the State's infrastructure.

Only a robust public / private relationship will allow the Office of Information Technology and the State to accomplish our goals. We are balancing use of OIT staff and third party providers in an IT service delivery model referred to as right-sourcing. OIT has several contracts with a host of business partners that promote the public / private relationship needed to build a robust and cost effective system that meets our increasing needs and demands. As an integral part of our business philosophy, OIT continues to evaluate when and how we can right-source to ensure the best and most economical solutions to agency business needs.

OIT's Two-Year Focus:

- **Agency Partnership**
 - Right projects
 - + Right resources
 - + Effective partnership
 - = Successful implementation
- **Project Management, Governance, Methodology**
 - **The Goal:** The goal of the State of Maine's Project Management Office (PMO) is to ensure projects are delivered successfully, on-time, and on-budget. The PMO will do this by ensuring the proper tools, methodology, best practices, and resources are in place.
 - **The Approach:** Technology projects should be thought of and managed as business projects with a technology component. OIT and business, led by the PMO, will combine the best of industry frameworks into a single process co-owned by agencies and OIT. Projects will be composed of teams that cross business process and technical domains.
 - **The Role of the PMO:** The PMO converts the goals and objectives of the business into working systems. The PMO achieves this by providing:
 - Project Governance: Assures that actions taken are aligned with the strategic goals of business.
 - Project Definition: Assures that the work is well defined, that there is a common definition of complete, and it is achievable.
 - Project Leadership: The Project Manager's focus is on delivery: remove obstacles, lead teams, and do what it takes to drive the project to success.
 - Partnership with agencies to maximize deliveries and continuous improvement.

- **Risk management**
 - Cyber security – protecting the State’s assets.
 - Data integrity
 - Business Continuity and Disaster Recovery (BC/DR):
 - Continuity of operations is a business challenge that has a strong technology support component. State agency leaders need to be involved with BC/DR planning and exercises to ensure that critical citizen services and internal processing can continue without significant impact.
 - Working with our agency partners, OIT will develop a high-level plan to manage the restoration of IT services in case of a disaster or other significant loss of service. This plan must include:
 - Steps to restore critical command, control, and communication links.
 - Access to critical services and databases.
 - Procedures to guarantee the continued integrity of critical State data and operations.
 - To date, business continuity analyses have been started for 475 systems. The BC/DR readiness of the remaining 422 systems will be assessed going forward.
- **Right sourcing**
 - Right combination of internal, external, and 3rd party resources for most effective delivery.
- **Big data, analytics, business intelligence**
 - For predictive analytical trends.
- **Business process management (BPM)**
 - Adopting BPM can bring transformational change.
 - BPM is being adopted widely in both public and private organizations as a more effective, faster way to introduce operational and technology changes.
 - In a 2011 Gartner survey, BPM was listed as the number one efficiency gain for U.S. companies, followed by technology changes. Some independent studies have shown a 40% increase in operational efficiency after adopting BPM.
- **Workforce development**
 - The challenge:
 - Silver tsunami: 20% of OIT resources may retire in the next 2 years.
 - Our response to the challenge:
 - Robust intern program.
 - Robust veteran hiring program.
 - Educate students about IT careers.
 - State of Maine high school tech night (inviting high school students to learn about careers in technology).

- **Public / private partnership:** Inter-governmental collaboration and the establishment of public / private partnerships can provide a cost-effective means to share resources and distribute costs. Examples are:
 - ConnectME
 - The work that is being done through the ConnectMe Authority is a public / private relationship that is building a high-speed broadband connectivity backbone throughout our State. Not only is this link vital to the Governor’s “Open for Business” initiative, it also provides State and county governments a profound opportunity to collaborate in ways that were never before possible.
 - Project Login
 - Working with Maine private companies, University of Maine System, and government entities to double the number of IT graduates in 4 years.
 - University of Maine System Cyber Security Lab
 - Working with Maine private companies, University of Maine System, and government entities to build cyber security testing lab to both train college students in jobs in computer science and to provide testing environment for cyber defense activities.
 - State-wide disaster recovery exercise
 - Working with the Maine Emergency Management Agency (MEMA), National Guard, University of Maine System, and private companies to test the region’s disaster recovery capabilities.

I am pleased to present the following OIT Annual Report that documents in more detail these and other key areas. It is an exciting time to be working in the information technology field, and I am honored to be serving in Maine State Government.

Jim Smith
Chief Information Officer

INDUSTRY SURVEY
TOP 10 IT STRATEGIES, MANAGEMENT PROCESSES, AND SOLUTIONS
2012 Survey of State CIOs
(By the National Association of State CIOs)

Survey of State CIOs	Current Maine Status
<p>1. Consolidation / Optimization: centralizing, consolidating services, operations, resources, infrastructure, data centers, communications, and marketing “enterprise” thinking, identifying and dealing with barriers.</p>	<p>Maine consolidated data centers and email and telecommunications several years ago. For telecommunications and data centers, 98% of States are considering it, 35% have done a degree of consolidation so far.</p>
<p>2. Cloud Services: scalable and elastic IT-enabled capabilities provided “as a service” using internet technologies, governance, service management, service catalogs, platform, infrastructure, security, privacy, data ownership, vendor management, indemnification, service portfolio management.</p>	<p>In process for Maine. Several of our large application systems are already cloud sourced – Advantage, Medicaid claims payments, and we are working with the Maine Emergency Management Agency (MEMA) on an outside redundancy solution with a third party provider.</p>
<p>3. Security: risk assessment, governance, budget and resource requirements, security frameworks, data protection, training and awareness, insider threats, third party security practices as outsourcing increases, determining what constitutes “due care” or “reasonable.”</p>	<p>Maine has a multi-tiered defense, does periodic testing, and has hired a new Chief Security Officer. Security requires constant vigilance.</p>
<p>4. Mobile Services / Mobility: devices, applications, workforce, security, policy issues, support, ownership, communications, wireless infrastructure, “bring your own device.”</p>	<p>This is a fast-growing area, as more agencies take advantage of mobile computing (Game Wardens, Marine Patrol, Department of Transportation personnel). The Office of Information Technology is creating an enterprise policy to add security and process to the evolving mobile world.</p>
<p>5. Budget and Cost Control: managing budget reduction, strategies for savings, reducing or avoiding costs, dealing with inadequate funding and budget constraints.</p>	<p>Maine ranks in the lower third of U.S. states for internal IT costs (e-mail, storage, desktop).</p>
<p>6. Shared Services: business models, sharing resources, services, infrastructure, independent of organizational structure, service portfolio management, service catalog, marketing and communications related to organizational transformation, transparent charge back rates, utility based service on demand.</p>	<p>The State of Maine consolidated IT support in 2006.</p>
<p>7. Health Care: the Affordable Care Act, health information and insurance exchanges, health enterprise architecture, assessment, partnering, implementation, technology solutions, Medicaid Systems (planning, retiring, implementing, purchasing), eligibility determination.</p>	<p>The State of Maine is rewriting its Medicaid eligibility process to adhere to new federal rules.</p>
<p>8. Legacy Modernization: enhancing, renovating, replacing, legacy platforms and applications, business process improvement.</p>	<p>Maine continues to reduce its legacy systems (especially mainframe applications).</p>
<p>9. Interoperable Nationwide Public Safety Broadband Network: planning, governance, collaboration, defining roles, asset determination.</p>	<p>Maine is a leader in this space and in a very strong position.</p>
<p>10. Disaster Recovery / Business Continuity: improving disaster recovery, business continuity planning and readiness, pandemic flu / epidemic and IT impact, testing.</p>	<p>OIT, working with the agencies, is developing business continuity plans for each area. In addition, OIT is reorganizing to dedicate resources to disaster recovery planning.</p>

RESPONSIBILITIES OF THE CHIEF INFORMATION OFFICER

The Chief Information Officer (CIO) directs, coordinates, and oversees information technology (IT) policymaking, planning, architecture, and standardization throughout State government. The CIO, as head of OIT, provides the central leadership and vision in the use of information and telecommunications technology on a statewide basis; sets policies and standards for the implementation and use of information and telecommunications technologies; develops and supports IT-related legislation; identifies and implements information technology best business and project management practices; and facilitates research and development activities to identify and establish effective information technology service delivery. The CIO is also statutorily directed to sit as a board member on the InforME Board, the Maine Geolibrary Board, and the ConnectME Authority Board. See Title 5 section 1973 at: www.mainelegislature.org/legis/statutes/5/title5sec1973.html.

OVERVIEW OF THE OFFICE OF INFORMATION TECHNOLOGY

In January 2005, the Office of Information Technology (OIT), as an office within the Department of Administrative and Financial Services (DAFS), was created by Executive Order, consolidating functions, staff, and equipment from all Executive Branch agencies and the Bureau of Information Services (BIS). The consolidation was done primarily to promote State-wide information technology (IT) solutions and use of information efficiently across government. Cost containment and savings were anticipated over time. Since the consolidation, OIT has been delivering the full range of technology services to the Executive Branch, and selected services (such as e-mail and network support) to non-Executive Branch agencies as well as the Constitutional Offices (Attorney General and Secretary of State).

Prior to the IT consolidation of 2005, agencies were autonomous in their management of IT. Separate IT support teams existed in the larger State agencies. In the 2005 merger, the teams were consolidated within OIT under nine Agency IT Directors (AITDs), whose responsibility was to oversee IT services for their assigned agencies, and provide application system development and management to those agencies.

Staffing and Organization: The Office of Information Technology (OIT) is currently led by the Chief Information Officer (CIO), James R. Smith. Other key management roles are:

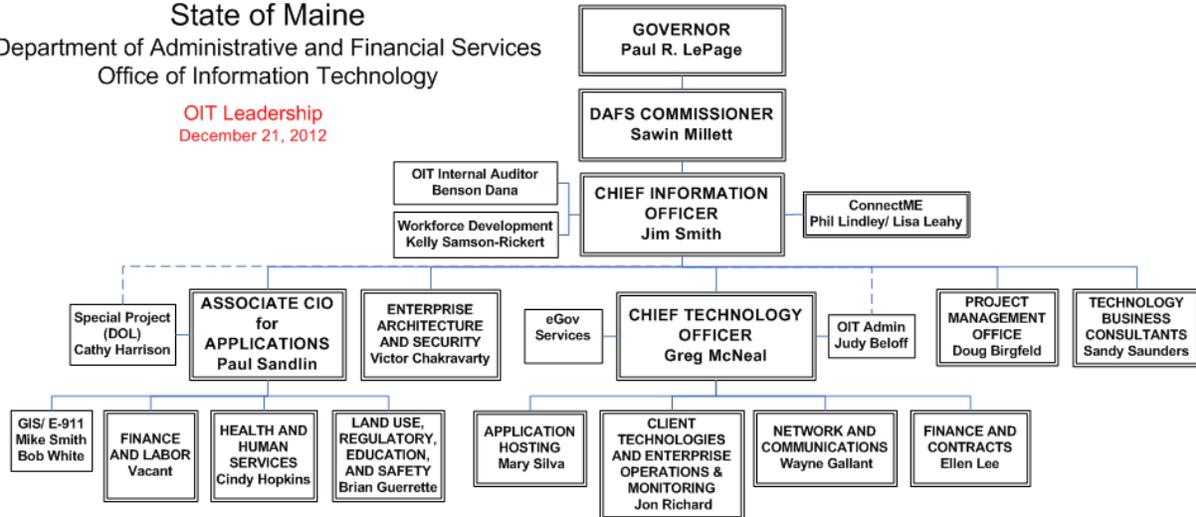
- Chief Technology Officer (CTO), Greg McNeal, is responsible for networks, voice services, radio operations, data centers, servers, desktop/ laptop computers, and IT customer support.
- Associate CIO for Applications, Paul Sandlin, is responsible for application systems development and management, systems integration, and promoting shared use of enterprise systems.
- Director of Project Management, Doug Birgfeld, is responsible for IT project management and systems development methodology.
- Director of Enterprise Architecture and Security, Victor Chakravarty, is responsible for IT architecture standards and review, and for IT security oversight.

OIT has a Legislature-approved staff ceiling of 492.5. As of January 2013, 406 positions (82%) are filled. Some vacancies are intentional to reduce costs to the agencies.

Below is the OIT organization chart showing OIT Leadership as of December 2012.

State of Maine
 Department of Administrative and Financial Services
 Office of Information Technology

OIT Leadership
 December 21, 2012



- Associate CIO for Applications**
- Development and maintenance of all agency and enterprise applications (both custom-built and commercial software)
 - State-wide strategic application vision towards common, integrated solutions
 - Standardization of common tools and practices
 - Operational budget for applications

- Chief Technology Officer (CTO)**
- Represents CIO as needed
 - Oversees all OIT operations
 - Management of the State's IT infrastructure
 - IT desktop support and customer service delivery
 - Enterprise architecture and security
 - Policy administration and compliance
 - Strategic planning/ implementation
 - Leads and coordinates collaborative efforts among agencies, public, and other states
 - Financial management (budget and billing)
 - Operational budget for core infrastructure services
 - Contract management
 - eGov services
 - IT service management (including ITIL implementation)
 - OIT Administrative Staff
 - Boards and Committees: InforME Board, Member

- Chief Information Officer (CIO)**
- Liaison to Governor's Office for all things relating to IT
 - Liaison to Legislature and Committees
 - Liaison to Judicial Branch and Constitutional Offices
 - IT strategy/ direction-setting
 - IT business relationship
 - Communications and media relations (marketing)
 - Policy
 - Project management
 - Internal audit
 - Represents State of Maine on National Association of State CIOs (NASCIO)
 - Boards and Committees:
 - CIO Council, Chair
 - ConnectME Authority, Member (Phil Lindley)
 - GeoLibrary Board, Member (Michael Smith)
 - IT Executive Committee, Chair

OIT Policies: OIT operates under a set of policies that define and support the mission of the organization and provide guidance to customers, vendors, and internal staff. See: www.maine.gov/oit/policies/.

OIT Architecture and Security: OIT operates under a defined technical architecture to best leverage its previous investments, as well as to get maximum value from its current and future investments. The architecture is continuously evaluated and renewed, and it provides steady guidance to OIT internal staff, State agencies, and our contractor service providers. We are progressively standardizing our infrastructure and hosting environment as much as practical, in line with strategic architecture principles and latest technology targets. See: www.maine.gov/oit/architecture.

OIT has created a stronger synergy among architecture, policy, and security. Long-term value optimization is accomplished by overlaying the policy framework onto the architecture vision, so that all stakeholders (vendors, partners, suppliers, and contractors) can work in concert with OIT to deliver the best information technology value to the State agencies. Any IT asset (infrastructure or application) must undergo rigorous testing to determine if it is suitable to be deployed into production. Deployment Certification Policies establish a uniform and objective

battery of tests which allows the CIO to certify the suitability of an IT asset before being deployed into our production environment.

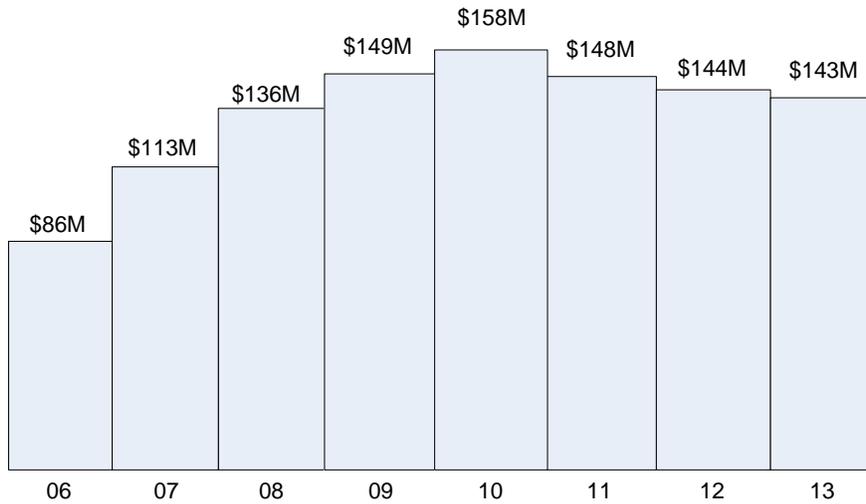
All IT procurements / contracts are reviewed prior to issue, involving: (1) architectural compliance, (2) terms and conditions, and (3) financial coding.

The Enterprise Security Group is charged with proactive security vision, vulnerability scanning, hardened configurations for devices and applications, overseeing user security training, publishing security metrics, and managing triage in case of security incidents. We are conducting end-user security training State-wide, to help thwart social engineering attacks. The Enterprise Security Officer is also working with Security Coordinators (designated from across all OIT teams) to progressively improve the IT security stance of State government.

BUDGET

The overall State IT budget, supporting all Executive Branch agencies, is \$143 million for fiscal year 2013. The chart below shows the State IT budget since fiscal year 2006 through 2013. The IT budget represents 2% of the total State budget.

IT Budget Comparison
FY 2006-13 *



** The difference in the IT budget from \$86 million in FY06 to \$149 million in FY09 reflects IT budgets and staffs being consolidated across those fiscal years – prior, some IT expense was in the agency budget.*

Lower rates: In terms of major accomplishments, the efficiencies of State-wide consolidation have allowed IT rates to generally be reduced over the past eight years, as shown by key rates below. For example, the rate for e-mail now is 26% lower, and the rate for desktop / laptop support is 18% lower than in 2005. For all current OIT rates, see: www.maine.gov/oit/services/rates.shtml. For a description of all services offered by OIT, see: www.maine.gov/oit/services/index.shtml.

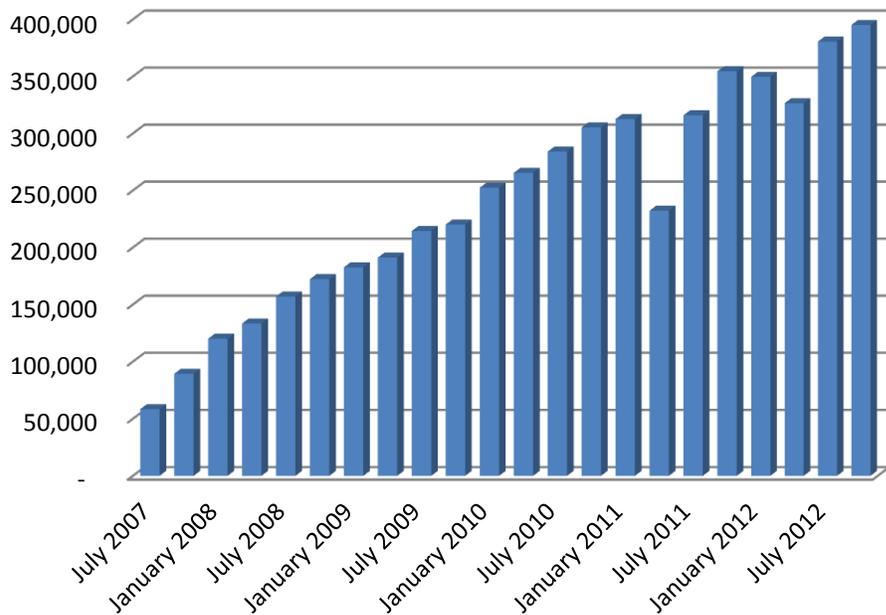
**State of Maine
Office of Information Technology
Cost Reduction/Stabilization since FY05**

<i>Service</i>	<u>E-mail</u>	<u>Personal File Services</u>	<u>Phone Line</u>	<u>Landline Toll per Minute</u>	<u>Network Access</u>	<u>Subscription Services - Desktop & Software</u>	<u>Subscription Services - Laptop & Software</u>	<u>Desktop/Laptop Support</u>
FY05	\$8.50	\$30.00	\$30.00	\$0.05	\$34.75			\$53.00
OIT Consolidation began in FY06								
FY06-07	\$6.50	\$25.00	\$31.00	\$0.04	\$34.75			\$53.00
FY08-09	\$6.00	\$19.30	\$29.00	\$0.04	\$33.50	\$42.00	\$68.00	\$42.00
FY10-11	\$6.29	\$18.37	\$28.02	\$0.04	\$34.32	\$38.69	\$54.91	\$42.46
Revised FY 10-11	\$6.08	\$17.94	\$27.53	\$0.03	\$34.14	\$38.69	\$54.91	\$39.51
FY 12-13	\$4.31	\$11.89	\$26.89	\$0.03	\$34.26	\$37.96	\$45.94	\$40.12
						\$29.53	\$37.51	
FY14-15	\$6.29	\$11.41	\$26.74	\$0.03	\$39.27	\$29.51	\$37.51	\$43.63
Decrease since 2005	26%	62%	11%	40%	-10%	30%	45%	18%

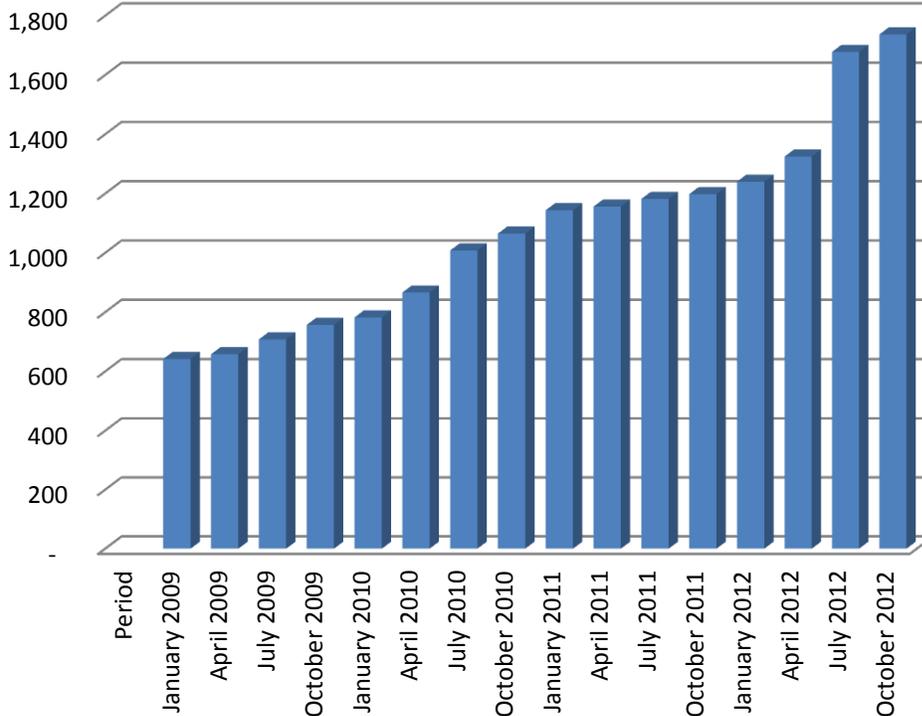
Increasing Demand for IT Services: Since the consolidation of technology resources in 2005, OIT has continued to reduce operating costs while striving to increase the level of service provided to agencies. The total State-wide IT expenditures remain relatively “flat” because agency consumption of services generally grows faster than rate reductions. State government in Maine has experienced growth in network demand, storage consumption, and Internet-based information exchange with government partners (federal, state, and local).

The amount of data storage demand has grown 7-fold in the past 5 years, from 58 million megabytes to 395 million megabytes. The number of Blackberries has grown 3-fold in the past 3 years, from 642 to 1,737. Network demand also continues to grow each year.

Data Storage(megabytes)



Blackberries



AGENCY SUPPORT AND COORDINATION

The Office of Information Technology provides IT support for all Executive Branch Agencies. This includes computer equipment and software, network support, e-mail, and application systems development and maintenance. OIT also provides network and selected other services outside the Executive Branch Agencies including the Judicial Branch, Legislative Branch, and Constitutional Offices (Secretary of State's Office and the Attorney General's Office).

KEY PRIORITIES

Online Government: OIT plays a central role in the State's efforts to use the Internet to deliver government services. OIT provides the direction and infrastructure support needed by State agencies to take government online and make it less expensive, more effective, and better able to meet the expectations of the public. Agencies provide electronic services to the public either directly through OIT or indirectly through InforME, a public / private partnership. The Chief Technology Officer serves on the InforME Board, and provides staff that facilitates the Board's efforts, coordinates agency activities, and manages the InforME contract.

Whether you are an employer filing taxes over the Internet, or a citizen renewing your fishing license on www.Maine.gov, technology makes it possible. The State of Maine offers hundreds of online government services. For a comprehensive list of on-line services available on the State website, see: www.maine.gov/portal/online_services/index.html.

Maine.gov is a primary resource for the public to access government information and services. Each year, more users access Maine.gov, with visitor sessions now exceeding 4.7 million per month. To ensure that the Maine.gov portal remains innovative and meets the needs of the citizens it serves, InforME regularly evaluates and enhances the portal.

Maine received national recognition in 2012 for design and innovation. The Center for Digital Government ranked Maine.gov among the top ten state government websites in its annual Best of Web competition. Maine also received a Digital Achievement Award for the Regulatory Licensing and Permitting online service, and a Best Fit Integrator Award was presented to the InforME private sector partner for outstanding service to the Department of Health and Human Services.

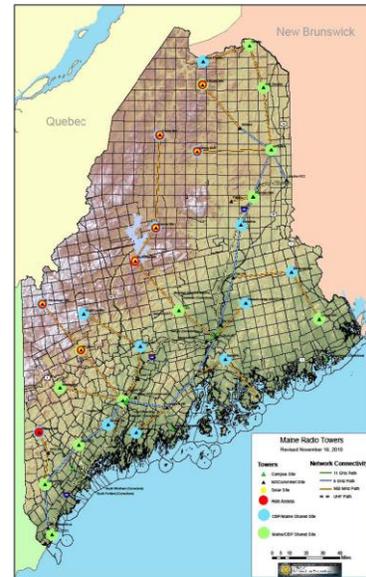
In 2012, new services were launched allowing users to transact even more government business online or at non-government locations. These services included:

- The Governor's Energy Office website and home heating calculator, which provides users with estimated heating prices for their home.
- AAA Driver's License Renewal service, which allows users to renew their State driver's license or identification card at participating American Automobile Association (AAA) locations State-wide in addition to renewing online or at a Bureau of Motor Vehicles (BMV) branch office.
- My Maine Connection Eligibility Recertification, which allows users to recertify their eligibility for State assistance.
- Voter Information Services Lookup with sample ballot images, which provides users with a sample of the ballot they will receive on Election Day.

Maine State Communications Network (MSCommNet):

MSCommNet is replacing seven disparate, inconsistently reliable land mobile radio systems operated by individual State agencies with a consolidated, standards-based, land mobile radio system. MSCommNet will serve all State agencies as well as be compliant with the standards of the Federal Communications Commission (FCC). In 2009 OIT engaged Harris Corporation as the system integrator to design and deploy the new radio system. This \$55 million multi-year effort is scheduled to be completed by the fall of 2013. The narrowbanding requirement from the Federal Communications Commission was met prior to the January 2013 deadline. For more on the MSCommNet project, see:

www.maine.gov/mscommnet.



Network: As State agencies expand their use of information technology, the IT infrastructure needs to scale for capacity, reliability, and security. Specific areas expanded include:

- Expanding network capacity to accommodate increased data traffic volumes.
- Improving network fail-over capacity, to ensure continuity of service and to minimize disruption to State government business functions and citizen services.
- Increasing remote access capacity, to support working from home and off-site. There are up to 400 concurrent remote users during a typical business day (and up to 1,000 users during a major snowstorm).
- Enhancing network security by upgrading the firewall to ensure the integrity of the State's IT assets.

Wireless Service Expansion: Mobile employees and technology advances are driving the need for increased wireless connectivity. Currently, 220 State Government locations are enabled with wireless. An open wireless public option is available for citizens and customers visiting State offices.

Agency Application Systems: OIT staff and contractors develop and manage computer programs and databases for all Executive Branch agencies. These computer programs are referred to as application systems. The seven largest application systems, in terms of annual cost, are:

- **Maine Integrated Health Management Solution (MIHMS)** – for Medicaid claims processing.
- **Advantage** – the State’s key accounting system that supports all Executive Branch agencies for accounts receivables, accounts payables, general ledger, and procurement functions.
- **Automated Client Eligibility System (ACES)** – for determining eligibility and keeping data on those receiving benefits under 26 programs (including Medicaid), as administered by the Department of Health and Human Services (DHHS).
- **Labor Benefits** – for tracking and managing those receiving unemployment compensation.
- **Human Resources / Payroll System** – for State employee personnel data.
- **Agency License Management System (ALMS)** – used by 50 regulatory programs to manage more than 600 types of licenses and permits, spread across three departments.
- **Maine Revenue Integrated Tax System (MERITS)** – the central “tax engine” system for Maine Revenue Services.

OIT supports over 1,000 application systems for all Executive Branch agencies. To ensure value OIT partners with agencies to leverage existing investments. OIT’s approach is first re-use, then buy, then build. Before a new application system is developed, an evaluation of the business requirements is done to consider:

1. Re-use of existing systems wherever possible; or
2. Purchase of commercial off-the-shelf (COTS) software (or systems developed by other states) if it meets the agency business requirements; or
3. Developing a custom solution only if the first two options are not feasible or economical.

OIT is continuing to consolidate applications that serve other business functions common to multiple State agencies. These common functions include:

- Licensing and certification
- Human resources and payroll systems
- Financial data warehouses
- Geographic information systems (GIS)
- Document management and imaging
- Health Information Technology (HIT) / Health Information Exchange (HIE)

Within the application systems development discipline, there is commitment to delivery of properly scoped projects, on time, and within budget. OIT’s applications teams are emphasizing project management processes and discipline. OIT is working very closely with the agencies to ensure that the right partnership and ownership are in place for successful projects.

EXTERNAL INITIATIVES

OIT is partnering with two major external initiatives for improving the State's economy, by bringing better network connectivity throughout the State of Maine.

Broadband Access: Maine's ConnectME Authority is an independent entity created to provide broadband access in the most rural, un-served areas of the State, with the goal of stimulating private investment in technology infrastructure. In the five years since the Authority was established, broadband access or availability has risen to over 92%. The goal of the Authority is to facilitate universal availability of broadband service and to increase the "take rate" or adoption to greater than the national average. Increasing access and take rates is critical to Maine's education and economic prosperity.

In the near-term, investments in broadband infrastructure will create jobs by supporting the installation and upgrade of fiber-optic networks and other high-tech components. Sustainable broadband adoption efforts will help low-income and other vulnerable populations learn about the benefits of broadband technologies and become proficient in computer-related skills. In the long-term, expanding broadband access and adoption will facilitate small business growth and innovation, enhance health care delivery, promote energy independence, improve public safety, and lay a foundation for long-term economic development in communities throughout the United States.

The ConnectME Authority is governed by a five-member Board consisting of three private sector members and two public sector members, one of whom is the CIO or designee. The Authority does not receive General Funds. It uses other dedicated State and Federal funds along with private sector dollars to award grants to expand affordable broadband service. To date the Authority has awarded over \$8 million dollars through 99 grants to Maine providers, bringing broadband access to over 35,000 households. The Authority began an eighth round of grant funding in early 2013.

During 2012, the Authority managed four major projects, with total funding of \$5 million from the National Telecommunications and Information Administration's (NTIA) State Broadband Initiative (SBI).

- The Broadband Mapping and Inventory Project facilitates a more proactive approach to funding infrastructure projects by designating those parts of the State that are un-served.
- The Planning Project provides benchmarking of the uses of broadband, the benefits, and the drivers for greater adoption of broadband with a particular focus on the telemedicine industry sector.
- The Capacity Building Project increases the use of broadband through growth and adoption by businesses, residents, and local support organizations.
- The Technical Assistance Project provides Maine citizens across the state assistance and training necessary to promote broadband education through community presentations, workshops, and coursework making 21st century skills available to all.

NetworkMaine: The Office of Information Technology, the Maine State Library, Department of Education, and University of Maine System have formed the NetworkMaine consortium to serve the consolidated needs of the major public sector network entities. These needs and goals included increased bandwidths, new technologies, and overall better value service. The result of this effort is the nearly complete upgrade of the Maine School and Library Network (MSLN) and the beginning of the Maine State government network upgrade. These two networks together serve over 1,000 State offices, schools, and libraries State-wide.

AREAS OF FOCUS – 2013-2014

OIT's areas of focus over the next two years include:

- Agency partnership
- Project management, governance, methodology
- Risk management (cyber security, business continuity / disaster recovery (BC/DR), data integrity)
- Right sourcing
- Big data, analytics, business intelligence
- Business process management
- Workforce development
- Public / private partnership
- Data center right-sizing and efficiencies
- Cloud-based desktop application delivery
- Cloud-based storage and archiving

Other areas of long-term focus for OIT:

Data Center Right-Sizing and Efficiencies:

- As OIT relocated its primary data center from leased space on Edison Drive to a state-owned facility on Sewall Street, it has leveraged emerging technologies to reduce its footprint size and limit electrical power consumption. This was accomplished through use of technologies such as in-line cooling.



Cloud-based Desktop Application Delivery:

- Outsourcing to companies that provide IT services via an Internet connection is referred to as “cloud” computing.
- OIT is in the process of evaluating emerging cloud-based desktop application delivery alternatives. The promise of cloud-based application services is to free OIT from many application management, upgrade, and deployment expenses, as well as to allow the use of less-expensive desktop or portable systems without sacrificing functionality.

Cloud-based Storage and Archiving:

- Cloud-based data storage and archiving promises to reduce the cost of user file storage. This will be a critical response to the cost growth caused by the rapidly-increasing consumption of storage capacity in response to the continuing accumulation of files and data on state systems.
- OIT will be able to right-size the amount of high-availability fast storage needed to support currently active files. All files over a certain age will be automatically archived to lower-cost cloud storage.

State of Maine
Department of Administrative and Financial Services
Office Information Technology
145 State House Station
Augusta ME 04333-0145
www.maine.gov/oit
207-624-8800