



MaineIT 2025 Annual Report

State of Maine

Department of Administrative and Financial Services
Office of Information Technology



Contents

02	Foreword
03	Who We Are
04	What We Do
05	Mission, Vision & Values
06	PRISM: Modernizing Maine's Workforce System
08	Our Work in Action
	08 Delivering reliable, secure, and effective technology
	15 Maximizing service
	21 Enriching and transforming government services
34	Shared Partnerships
	34 Data Management & Governance
	37 IT Finance
	38 IT Procurement
	40 Project Management
42	Recognition
43	Closing

Foreword



A message from the State of Maine Acting Chief Information Security Officer

It is a privilege to present the 2025 State of Maine Office of Information Technology (MaineIT) Annual Report on behalf of the dedicated professionals whose work delivers the foundational technology that all State services depend upon. The work reflected in these pages represents more than technology operations. It reflects a sustained commitment to public service in the state we call home.

MaineIT's mission centers on enabling government to function securely, reliably, and effectively. That mission carries real significance. Every system maintained, every service delivered, and every safeguard implemented contributes directly to the ability of State agencies to serve Maine people. This work underpins essential functions across State government and ensures that services remain accessible in an increasingly complex digital environment.

MaineIT works directly alongside agencies to enable the delivery of services that touch communities across the state. Collaboration with the Maine Emergency Management Agency supports the delivery of State and Local Cybersecurity Grant Program capabilities that strengthen local and municipal resilience. Work with the Department of Education includes reviewing and validating service providers to ensure technology used in schools is safe and appropriate for students. Statewide radio operations enable police, fire, and emergency responders to coordinate in real time, supporting rapid response to situations such as families experiencing crisis. Just these few examples demonstrate how MaineIT's work reaches communities directly and supports outcomes that matter to Maine people.

This work takes place in a challenging environment. Cyber threats continue to evolve in scale and sophistication. Technology expectations continue to rise. Resources remain constrained, while the demand for secure, reliable digital services grows. Navigating these pressures requires discipline, adaptability, and constant development. In many cases, this environment requires delivery under tight timelines where the stakes are high.

The MaineIT staff consistently meet these challenges with professionalism and commitment. The depth of expertise, sense of responsibility, and dedication to public service shown across the enterprise are inspiring. Teams continue to innovate, collaborate, and deliver results while maintaining a strong focus on security, reliability, and service. This commitment is the foundation of our successes and the reason trust in these services endures.

It is an honor to work alongside such a dedicated organization and to serve the State of Maine through this mission. This report reflects the collective effort of MaineIT staff and the partners across State government that we support. This work demonstrates what can be achieved through a shared commitment to service, technical excellence, and collaborative partnerships.

Charles X. Rote

Acting Chief Information Security Officer, State of Maine

Who We Are

The State of Maine Office of Information Technology (MaineIT) is the centralized provider of information technology services for Maine State Government's Executive Branch agencies. As part of the Department of Administrative and Financial Services (DAFS), MaineIT serves as the steward of the State's technology environment responsible for delivering reliable, secure, and effective technology that supports government operations and public services Statewide.

MaineIT is a multidisciplinary organization of more than 500 State employees and contractors with expertise across cybersecurity, infrastructure, application development, data management, customer support, project delivery, and emerging technologies. Together, our teams plan, build, secure, and support the technology environment that enables State agencies to carry out their missions and serve the people of Maine.

Our mission is to enhance government operations and maximize service delivery through strategic, well-governed use of technology. We do this by strengthening information security, modernizing legacy systems, advancing accessibility, and improving efficiency and reliability across enterprise platforms. Our work spans everything from core infrastructure and identity services to constituent-facing digital applications and statewide public safety communications.

MaineIT operates at the intersection of innovation and accountability. As the steward of enterprise technology, we balance the need for modernization with strong governance, fiscal responsibility, risk management, cybersecurity, privacy, accessibility, and long-term sustainability. Rather than treating these as separate functions, they are embedded throughout how we plan, deliver, and support technology.

At the core of MaineIT is a commitment to public service. Guided by our CARE values – Customer Focus, Accountability, Responsiveness, and Empathy – and the broader DAFS values, our workforce approaches its work with professionalism, integrity, and pride. Every system we modernize, every service we support, and every security risk we mitigate ultimately serves one purpose: enabling Maine State Government to deliver effective, accessible, and trusted services to the people of Maine.



What We Do

MaineIT provides information technology services and enterprise oversight for approximately 11,000 Executive Branch employees across 15 Cabinet-level departments, as well as boards, commissions, and smaller agencies. In addition, MaineIT delivers network services to the Judicial Branch and constitutional offices and operates the Maine State Communications Network (MSCommNet), supporting critical public safety communications statewide.

MaineIT's roles and responsibilities are established in statute under 5 M.R.S. Chapter 163: Office of Information Technology. These responsibilities define MaineIT's authority to lead, coordinate, and govern information technology across Executive Branch agencies and to provide shared services that support consistent, secure, and cost-effective technology delivery.

Core responsibilities include:

- Implementing best business practices and project management for IT initiatives (§1973)
- Coordinating IT communications across State government (§1973)
- Providing enterprise IT leadership and vision (§1973)
- Developing, approving, and enforcing IT policies, standards, and safeguards (§1973)
- Strengthening information security, privacy, and risk management practices (§1973)
- Conducting strategic IT planning and modernization efforts (§1974)
- Providing training and professional development opportunities related to IT (§1974)
- Approving and overseeing the acquisition, use, and management of IT equipment and services (§1974)
- Delivering high-quality, responsive, and cost-effective IT services to State agencies (§1981)
- Establishing and maintaining a statewide Data Governance Program (§547)

Through these responsibilities, MaineIT designs, operates, secures, and modernizes the State's technology environment. This includes core infrastructure, networks, cloud platforms, identity services, end-user computing, enterprise applications, and agency-specific systems. Our work enables agencies to operate efficiently, protect sensitive data, and deliver accessible, technology-enabled services to the public.



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.

Together, these values guide how we collaborate, lead, and deliver technology to serve the State of Maine.

PRISM

Modernizing Maine's Workforce Systems

Modernizing Maine's Workforce Systems

Advancing a Decade of Transformation

The State of Maine has reached a pivotal milestone in its long-term modernization of human resources (HR), payroll, and workforce management systems. After years of planning, collaboration, and technical evolution, the new PRISM platform successfully launched in September for all State employees – replacing aging HR and payroll systems and marking the completion of one of the most significant enterprise upgrades in recent State history. This effort included the multiyear implementation of a cloud-based system now supporting core HR, time tracking, benefits administration, payroll, recruiting, and talent management. This achievement reflects the sustained dedication of the Bureau of Human Resources, MainelT, and DAFS, along with many agency partners who supported the transition to a unified and modern foundation for workforce administration Statewide.

Unifying and Simplifying Workforce Management

PRISM consolidates and streamlines functions previously spread across legacy systems, reducing manual processes and improving consistency across agencies. Employees now benefit from a comprehensive platform that integrates pay information, tax forms, benefits, time tracking, and self-service features – all designed with the user in mind. By minimizing paperwork and email-driven workflows, PRISM enhances accuracy, speeds service delivery, and supports a more efficient and responsive experience for the State's workforce.

Integrating PRISM with Modern Identity and Access Management

MainelT, in partnership with DAFS, delivered a major advancement by integrating PRISM with Microsoft Active Directory (AD). This integration modernizes the State's identity and access management processes by streamlining user provisioning, strengthening security, and ensuring consistent access controls across the workforce. By automating key account-management functions and reducing manual interventions, the State has improved both operational efficiency and the overall user experience for employees Statewide.

Modernizing Maine's Workforce Systems, cont.

Rebuilding Maine's HR Data Infrastructure

To support the new platform and enable more robust analytics, MainIT completed a full reconstruction of the HR reporting architecture. The PRISM Data Warehouse Migration created a modernized, scalable environment capable of supporting advanced reporting, compliance tracking, and strategic workforce analysis. This redesigned structure ensures that accurate, timely HR data will continue to inform decision-making at all levels of government.

Supporting the Transition from Legacy Systems

Throughout the implementation, legacy application and HR teams played a critical role in data conversion from legacy systems and provided ongoing support to DAFS Payroll to ensure reliable operations during the transition. The State of Maine legacy time tracking system has been retired from active use and placed in inquiry-only mode for historical pay stub access and payroll research – ensuring continuity while enabling agencies to fully transition to the new PRISM system.

Looking Ahead

Although this major phase of modernization is complete, continued refinements will further enhance the user experience, strengthen data quality, and streamline administrative processes. The State of Maine remains committed to continuous improvement and to maximizing the value of this new platform for employees, managers, and State leadership.

This long-term effort has resulted in a more efficient, secure, and connected enterprise – empowering the State's workforce and laying a durable foundation for future innovation.



Our Work in Action

Delivering *reliable, secure, and effective* technology.

At MaineIT, we are proud of the progress made in strengthening government operations and advancing the technology that supports agencies across the State. Throughout 2025, we focused on **delivering reliable, secure, and effective technology, maximizing service, and enriching and transforming government services**. These efforts reflect our commitment to providing a resilient, responsive, and future-ready technology environment.

The following sections highlight key achievements that demonstrate how MaineIT has elevated and transformed services across Maine State government this year.

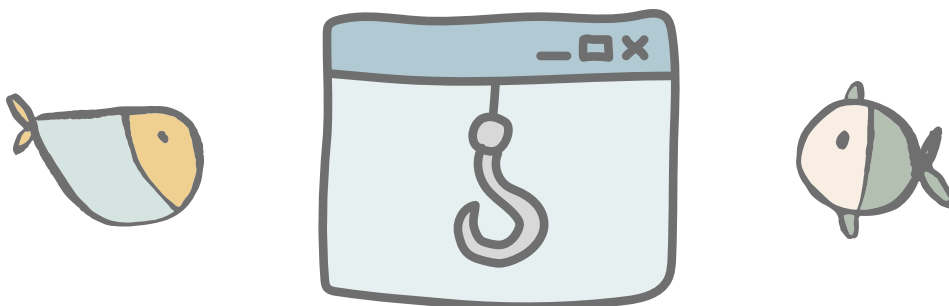
Delivering *reliable, secure, and effective* technology.

MaineIT has continued to advance the State's security posture through a combination of strategic cybersecurity initiatives and broader technology improvements across the organization. As cyber threats continue to evolve, we have proactively adapted – strengthening our security architecture, modernizing infrastructure, and enhancing support for agencies Statewide. This year's accomplishments reflect not only our direct security efforts but also the contributions of other MaineIT teams whose innovations and process improvements have collectively bolstered the State's overall security posture. Through Statewide collaboration with agencies, municipalities, and federal partners, MaineIT continues to advance resilient, secure, and sustainable IT services.

Cyber Incidents and Operational Response

Mitigating Risks from Credential-Harvesting Phishing Attacks

A credential-harvesting phishing campaign targeting State of Maine users resulted in one compromised account, which was then used by the attacker to further propagate the attack. Swift containment actions by the MaineIT Security Operations Center successfully halted the intrusion and minimized its impact. This incident underscores how a single user interaction can introduce significant risk across both internal and external environments. It highlights the continued importance of user awareness, rapid detection, and coordinated response efforts to protect the State's systems and data from evolving phishing threats.



Cyber Incidents and Operational Response, cont.

Defending State Leadership from Coordinated Digital Threats

A coordinated spam campaign targeting the Office of the Secretary of State was detected and swiftly neutralized through close collaboration among the MaineIT Security Operations Center, the MaineIT Enterprise Messaging team, and the Secretary of State's Information Services team. As threat actors increasingly employ cyber tactics to disrupt government operations and undermine trust in public institutions, this response demonstrated the effectiveness of Maine's unified cybersecurity posture. The incident reinforced the importance of proactive monitoring, rapid response, and cross-team coordination in protecting State leadership and maintaining public confidence in official digital communications.

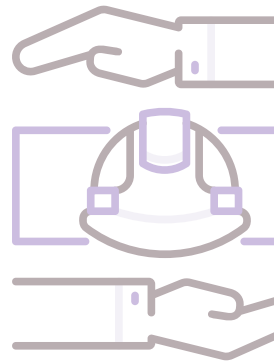
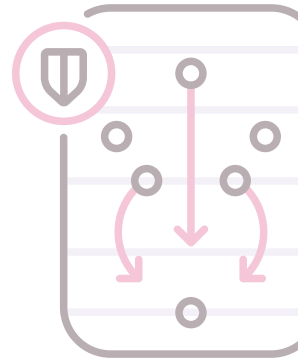
Protecting Maine Toll Services Through Cross-Agency Cybersecurity

In 2025, a malicious website impersonating the Maine Turnpike Authority's EZ-Pass portal was discovered and traced to a foreign IP address originating in Russia. Although the Maine Turnpike Authority is not a MaineIT-supported organization, MaineIT collaborated with State and external partners to ensure the swift removal of two fraudulent sites, protecting Maine residents from potential data theft and financial harm. This incident demonstrated that cybersecurity is fundamentally a team sport. Effective protection of Maine's citizens requires constant vigilance, timely communication, and coordinated action across State agencies, local entities, and national partners. As digital threats continue to evolve, these collaborative efforts remain essential to safeguarding the public and maintaining trust in the State's digital services.

Cyber Training, Exercises, and Emergency Preparedness

Enhancing Statewide Preparedness through Cyber Incident Planning

The Maine Emergency Management Agency (MEMA), in partnership with MaineIT, conducted a statewide Cyber Incident Workshop at the State Emergency Operations Center to mark the completion of the Cyber Incident Annex to Maine's State Emergency Response Plan. The Information Security Office played a key role in developing this Annex, ensuring that cybersecurity considerations are fully integrated into Maine's broader emergency management framework. The workshop featured a simulated multi-jurisdictional ransomware incident, enabling State and local partners to test coordination protocols, clarify response roles, and strengthen operational readiness. This collaborative exercise significantly advanced Maine's cyber preparedness and resilience, reinforcing the State's ability to respond effectively to complex cyber emergencies.



Cyber Training, Exercises, and Emergency Preparedness, cont.

Strengthening Regional Preparedness through Cyber Yankee

The MainIT Information Security Office participated in Cyber Yankee 2025, a long-standing regional exercise designed to evaluate intergovernmental coordination during major cyber incidents affecting critical infrastructure. Now in its eleventh year, the exercise simulated a large-scale cyberattack across New England, testing the ability of state, federal, and private-sector partners to respond collaboratively and effectively. Maine's active involvement reinforced the State's operational readiness, enhanced cross-jurisdictional communication, and deepened partnerships with regional cybersecurity entities – advancing collective resilience in the protection of critical infrastructure.

Strengthening School Cyber Preparedness

The MainIT Information Security Office designed and led K12 CyberStorm 2025, a statewide tabletop exercise aimed at improving cybersecurity readiness within Maine's school districts. This exercise focused on enhancing incident response coordination, raising awareness of emerging threats to the education sector, and equipping district leaders with practical strategies to protect students, staff, and school operations. Through this targeted engagement, the State advanced its efforts to bolster cybersecurity maturity across K-12 institutions and promote a more resilient educational environment statewide.

Promoting Statewide Cybersecurity Awareness

In recognition of Cybersecurity Awareness Month, the Information Security Office launched a series of statewide initiatives to support this national observance. Governor Janet T. Mills and the Secretary of State jointly issued a proclamation designating October 2025 as Cybersecurity Awareness Month in Maine, aligning with the national theme, "Building a Cyber Strong America." The proclamation underscored cybersecurity as both a public safety imperative and an economic security priority, urging all Maine residents to adopt simple, effective practices – such as enabling multifactor authentication, using strong passwords, keeping software updated, and reporting phishing attempts. Throughout the month, the Information Security Office led statewide awareness and training initiatives. These efforts reinforced that cybersecurity is a shared responsibility and strengthened the collective resilience of Maine's workforce, government institutions, and communities.

Identity, Access, and Authentication Improvements

Enhancing Account Security with Stronger Authentication Methods

In 2025, MaineIT strengthened account security by modernizing how users verify their identity when accessing State systems. New, more secure sign-in options were introduced that are designed to better protect against phishing and account compromise, while also improving ease of use. These enhancements were carefully tested over a six-month pilot period before wider adoption. As part of this effort, the use of text messages for multi-factor authentication was phased out, with new enrollments disabled in September and full support ending in December 2025. Together, these changes represent a significant step toward a safer, more reliable, and more user-friendly authentication experience for State of Maine employees.

Improving Access Management Through Guest Account Cleanup

To address long-standing concerns about inactive guest user accounts, several MaineIT teams partnered with the Information Security Office to establish clear access standards and implement an automated cleanup process. This effort removed outdated external accounts from collaboration and identity systems, improving overall system hygiene and reducing potential security risks. The initiative also strengthened alignment with enterprise access and governance policies, helping ensure that access to State systems remains appropriate and well managed.

Strengthening Access Controls Through Role-Based Management

MaineIT improved how access to data systems is managed by moving away from individual user permissions to a structured, role-based access model. This approach assigns access based on job roles rather than individual accounts, making permissions easier to manage and review. The change improved oversight and auditing, simplified onboarding and role changes for staff, and strengthened overall security by ensuring users have appropriate access based on their responsibilities.

Advancing Identity and Access Services

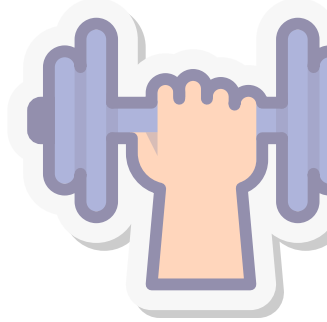
In July 2025, the State of Maine completed an important upgrade to its core user directory system that supports how employees securely access State technology. While this change did not alter day-to-day operations, it laid the groundwork for stronger security options and more modern sign-in methods in the future. This upgrade positions the State to adopt newer protections and management improvements, helping ensure our systems remain secure, reliable, and ready to meet evolving technology needs.



Infrastructure, Endpoint, and Platform Enhancements

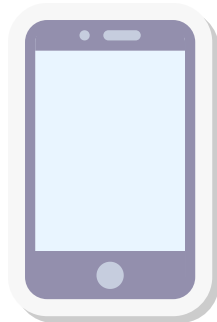
Strengthening Endpoint Security and Reliability

This year, MaineIT worked to improve the security, stability, and performance of the State's computer fleet. By focusing on effective patch management – an essential practice for fixing security weaknesses, resolving technical issues, and enabling new features – MaineIT made significant, measurable progress. A contracted team of three technicians addressed vulnerabilities that could not be resolved through automated tools, contributing to a 40% reduction in assets with actively targeted vulnerabilities and a 73% reduction in vulnerabilities on obsolete operating systems. As a result of these efforts, more than 91% of State computers are now patched monthly, supporting an average of 13,685 computers each month. In addition, MaineIT expanded updates to critical system and software across all major computer manufacturers, which is essential for reliable and efficient computer operation. Over the past year, compliance with these hardware-level updates increased significantly, reaching 95% for device drivers and 93% for core system startup software, further strengthening the reliability and security of State technology resources.



Consolidating Mobile Security Tools

Following a thorough review of mobile device security tools, the State transitioned to a new mobile protection platform. This change was supported by extensive testing and input from key stakeholders and aligns mobile security with the State's broader Microsoft technology environment. By eliminating overlapping tools, the transition strengthened security consistency across devices while delivering more than \$200,000 in annual cost savings.



Upgrading Virtualization Platforms

In August 2025, a major upgrade was completed to the State's virtualization platform. The system was updated to a newer version of the underlying virtualization software, along with updates applied across all hosted virtual servers. This work addressed a critical security issue identified by the Information Security Office and resulted in improved system stability, stronger protection against cyber risks, and better compatibility with modern applications. The upgrade helps ensure the State's core technology infrastructure remains secure, reliable, and prepared to support evolving business needs.



Cloud Security and Governance

Strengthening Cloud Security Through Segregated Access

To align with industry best practices for cloud security, dedicated administrative accounts were implemented for staff who require elevated access to cloud systems. This initiative was carried out in collaboration with the MainIT Client Technologies, Security, Linux, and Network teams. By separating administrative access from everyday user accounts, the State strengthened protections between on-premises and cloud environments and reinforced modern security principles designed to reduce risk and protect critical systems.

Advancing Cloud Security Standards through GovRAMP Participation

The acting Chief Information Security Officer (CISO) actively contributed to the 2025 GovRAMP Steering Committee, serving as Chair of the Standards & Technical Committee. In this role, the CISO helped shape a unified, nationwide framework for assessing and verifying the security of cloud service providers used by state and local governments. This work supports the development of consistent, enduring security assurance standards that promote trust, transparency, and regulatory compliance across the public-sector cloud ecosystem. Maine's leadership in this effort is helping to strengthen both state and national confidence in secure cloud adoption.




Statewide and National Cybersecurity Leadership

Advancing Statewide Cyber Resilience through SLCGP Leadership

The CIO and acting CISO co-chair the cross-organizational State and Local Cybersecurity Grant Program (SLCGP) Planning Committee, providing strategic direction to ensure that grant-funded initiatives align with Maine's long-term cybersecurity strategy. In its second year, with coordinated support from MainIT and the Maine Emergency Management Agency, the program expanded outreach and technical support to 69 local government and K-12 entities, strengthening cybersecurity capacity across the state. In 2025, the program also accelerated the deployment of critical security capabilities – including YubiKey multifactor authentication, KnowBe4 security awareness training, and incident response planning assistance. These investments have significantly enhanced cyber maturity within municipalities and schools, while helping cultivate a statewide security-first culture that supports stronger, more resilient public services.

Strengthening National Cyber Resilience through MS-ISAC Leadership

The CISO serves on the executive committee of the Multi-State Information Sharing and Analysis Center (MS-ISAC), providing strategic direction to one of the nation's most critical cybersecurity coordination bodies for State, Local, Tribal, and Territorial governments. In this role, the CISO provides oversight and guidance as the ISACs navigate ongoing financial and operational challenges, while also shaping policy and prioritizing cybersecurity investments. Through this national governance forum, the CISO advances collective defense capabilities, enhances information sharing, and supports nationwide efforts to bolster cyber resilience across all levels of government. — 



Our Work in Action

Maximizing service.

Maximizing service.

MaineIT remains committed to delivering exceptional service to the agencies we support by strengthening the technology foundation that underpins their daily operations. Over the past year, we have focused on expanding service capabilities, refining processes, and improving the tools and systems that enable agencies to work efficiently and reliably. Through close interagency collaboration and timely responsiveness, MaineIT has enhanced the overall service experience for partners statewide – empowering them to deliver critical public services with greater confidence, speed, and stability.

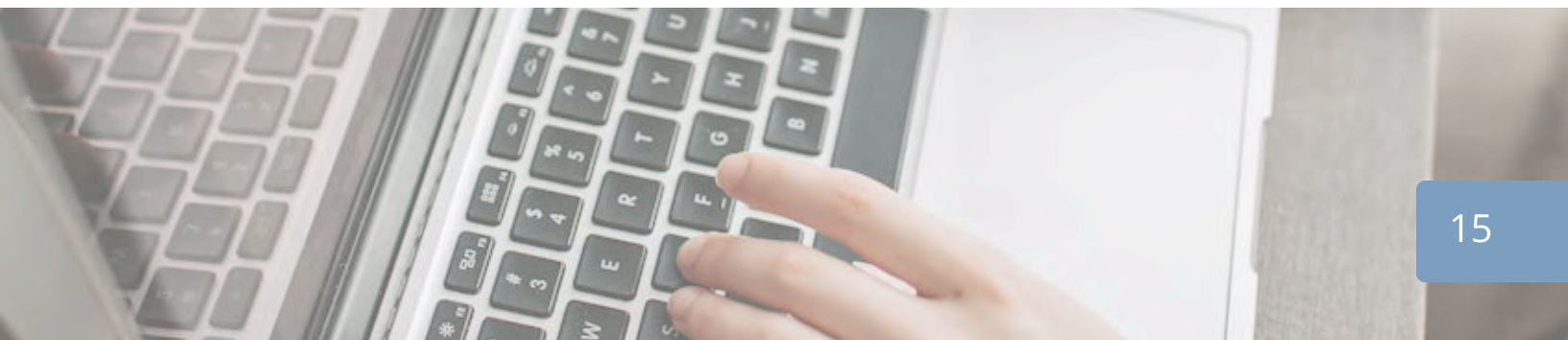
End-User Computing and Device Modernization

Upgrading to a Modern Operating System

In 2025, the State of Maine completed one of its most successful operating system upgrades to date, transitioning 99% of State-managed computers to Windows 11. Testing began early in the year, followed by a phased rollout that started with MaineIT in February and expanded to all remaining users in March. To minimize disruption, the upgrade was delivered in collaboration with Microsoft using a rolling, randomized approach, ensuring no single department was impacted all at once. As of this report, 11,387 devices are now running Windows 11, providing a more secure and modern computing environment for State employees.

Modernizing Hardware Delivery

In 2022, MaineIT adopted a proactive hardware refresh strategy to ensure State of Maine users receive modern, vendor-supported devices, fundamentally improving the replacement experience. While the initiative achieved a high success rate, customer feedback highlighted the need for increased onsite support. In response, a dedicated team was established to focus exclusively on delivering new laptops, providing hands-on customer assistance, and collecting retired equipment. As a result of this collective approach, 98% of laptops are compliant with a five-year refresh cycle, and 92% meet the four-year refresh standard, which becomes the official policy on July 1, 2027.



Customer Support, Service Delivery, and Self-Service

Improving Access to Customer Support

In 2025, the State of Maine expanded customer service capabilities by enabling on-demand access to professional interpreter services for non-English-speaking callers. By establishing interpreter accounts under existing State agreements, staff can quickly connect with certified interpreters during live calls. This improvement helps ensure all constituents can clearly communicate their needs, strengthens equitable access to services, and supports the State's commitment to inclusive and responsive public engagement.

Improving Remote Support and Customer Service

MaineIT remains focused on delivering timely, reliable support while minimizing disruptions for State agencies and business partners. This year, 15 members of the MaineIT Client Technologies team completed professional training in industry-recognized service management practices. This training supports the adoption of a knowledge-sharing approach that captures solutions as issues are resolved, allowing staff to respond more quickly to future requests and reducing overall support costs. In addition, improvements to how outages and widespread issues are identified and communicated led to a 47% reduction in abandoned calls. These improvements included earlier detection of issues, clearer and faster customer messaging, quicker deployment of technical staff, and a stronger focus on identifying and preventing recurring problems, resulting in a more responsive and dependable remote support experience for State employees.

Improving Software Service Delivery

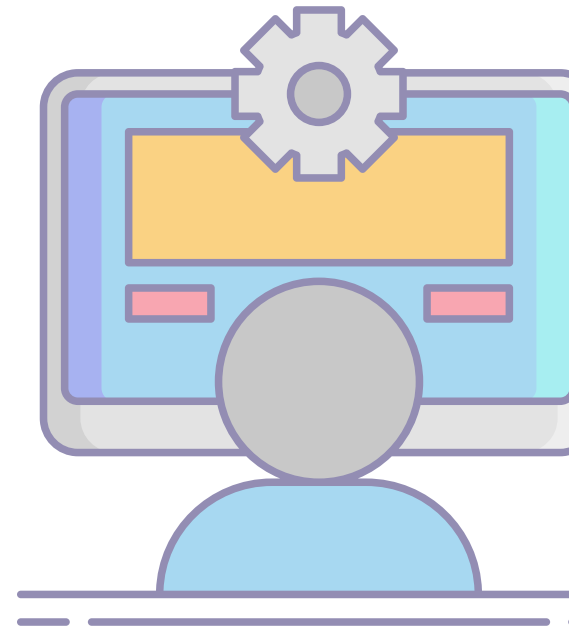
In 2025, the State of Maine's licensed software team used automated workflows to significantly improve how software requests are handled and delivered. During the year, the team processed 2,295 requests, resolving nearly 25% on the same day and more than 50% within three days. These improvements helped reduce wait times, increase efficiency, and ensure State employees receive the software they need in a timely manner to support their work.



Customer Support, Service Delivery, and Self-Service, cont.

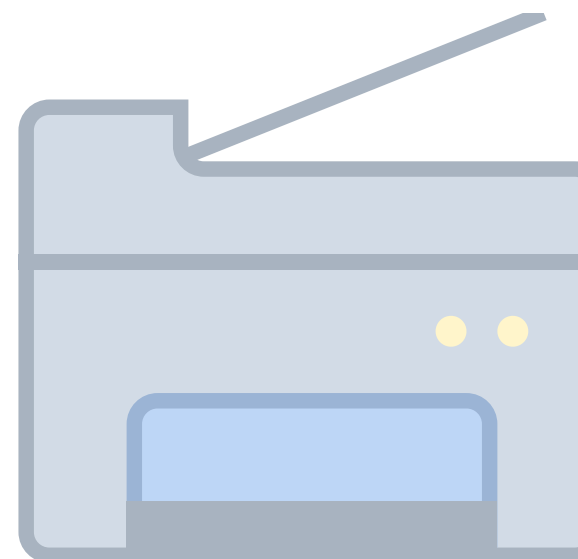
Expanding Self-Service Options for Faster Support

This year, MaineIT continued to emphasize self-service solutions, enabling faster delivery of services and an improved customer experience. By expanding the range of tools that allow employees and agencies to resolve common needs independently, the program reduced delays and eased demand on the Service Desk. The State of Maine Company Portal now offers 443 published applications, including 162 that were added this year, allowing users to install approved software without submitting a support request. In addition, the self-service business-to-business ordering site allows agencies to quickly request preapproved technology equipment and have it delivered directly to their chosen location; during the year, agencies placed 281 orders totaling 721 items. Knowledge resources were also expanded, with more than 600 frequently asked questions available online, giving users immediate access to solutions for common issues. To date, 466 of these resources have been actively used, and the top ten alone have received more than 8,300 views, demonstrating the value of self-service in improving efficiency and customer satisfaction.



Expanding High-Speed Print and Copy Services

The High-Speed Print and Copy Center continued to grow this year, with a 6% increase in overall printing activity, reflecting ongoing demand from State agencies. The team focused on keeping systems up to date and finding practical ways to reduce costs, including simplifying mailing supplies to lower expenses and improve efficiency. The Copy Center also worked to clearly document and standardize its processes, which has improved the accuracy and reliability of billing. More than 800 copiers are managed Statewide, with 276 being replaced this year and 527 refreshed to date. These services are important to State government operations because they support the reliable production of official documents, help control costs, and ensure agencies can communicate effectively with the public and deliver services in a timely and efficient manner.



Accessibility, Inclusion, and Workforce Enablement

Advancing Digital Accessibility Awareness and Culture

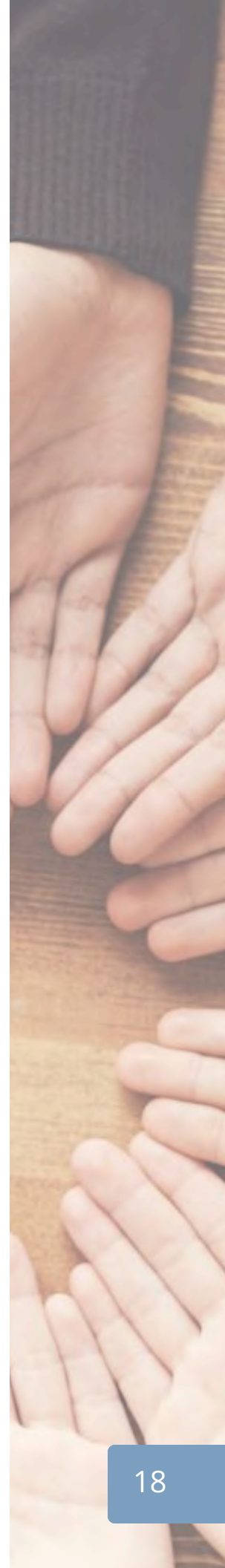
In 2025, MaineIT continued to strengthen our partnership with the State Information Technology Accessibility Committee (ITAC), a long-standing advisory group to the CIO. ITAC plays a key role in promoting digital accessibility awareness and education, supported by an active subcommittee that develops strategies and resources. To date, ITAC has helped deliver several foundational tools, including an accessibility educational resources page, a high-level digital accessibility awareness training module and an accessibility guide. MaineIT remains committed to fostering a culture where digital accessibility is integral to how we design, build, and deliver State services. As awareness grows across agencies, so does the need for consistent guidance and support. Our strategic focus spans governance, communication, compliance, fiscal planning, software development, testing, procurement, and training – ensuring accessibility remains central to the State’s ongoing digital transformation.

Expanding Digital Accessibility Partnerships and Initiatives

The Multi-State Digital Accessibility Collaborative grew from 26 participating states in 2024 to 35 in 2025, underscoring a rising national commitment to digital accessibility. Maine launched this monthly information-sharing forum in 2020, and it has been facilitated by Maine’s Digital Accessibility Coordinator since inception. In 2025, Maine’s Digital Accessibility Coordinator also served on the steering committee of the National Association of State Chief Information Officers (NASCIO) Information Technology Accessibility Working Group. MaineIT will continue collaborating with national partners to share knowledge, promote best practices, and support greater consistency in digital accessibility. This work is increasingly important as State governments prepare to meet the Department of Justice Title II Rule requirements for accessible web content and mobile applications, effective April 24, 2026.

Implementing a Statewide Learning Management System

This year marked a major milestone with the launch of LUMEN, the State of Maine’s new enterprise-wide learning management system. LUMEN is a cloud-based platform that provides accessible online learning opportunities for both State employees and external partners. After two years of development and implementation, departments and bureaus across the State are continuing to onboard the system. LUMEN will support greater consistency in training Statewide and help foster a culture of learning and professional growth through a wide range of course offerings.



Data, Database, and Application Platform Improvements

Modernizing Server Infrastructure

By mid-2025, the State of Maine successfully completed the decommissioning of all remaining SQL Server 2012 systems. This effort removed outdated and unsupported technology from our environment, reducing security risks and strengthening overall system reliability. The project also contributed to a smaller physical data center footprint, supporting more efficient operations and responsible use of State resources.



Enhancing Database Transparency

In 2025, the State of Maine introduced standardized metadata tagging across enterprise databases using automated tools. This improvement connects each database with clear contact and billing information, making it easier to track systems and manage ownership. By addressing limitations in native database fields, this approach also improves historical visibility, supporting more accurate and timely responses to support requests and billing inquiries.



Streamlining Environment Refreshes

This year, the State of Maine partnered with the NEO application development team to automate system refreshes for development, quality assurance, user acceptance testing, and training environments. This effort replaced a manual process that often took several days with a streamlined self-service approach. As a result, application development staff can complete refreshes more efficiently and independently, while reducing the need for after-hours coordination and improving overall productivity.



Expanding Data-Driven Insights

In 2025, the State of Maine designed and deployed multiple Power BI dashboards to support both MaineIT teams and agency users across State government. These dashboards make it easier to see and understand important information, such as what systems are in use, which user accounts are no longer active, how security tools are being used, and how shared data services are performing. By publishing all dashboards through Power BI Applications, the State ensured consistent access, strong governance, and easier use of data to support informed decision-making.



Core Infrastructure, Network, and Reliability Enhancements

Modernizing Statewide Network Connectivity

MaineIT has completed the Multi-Protocol Label Switching (MPLS) network conversion project, upgrading connectivity at approximately 300 sites across the State. This effort replaced legacy connections that provided speeds of one to three megabits per second with modern network capabilities delivering speeds of 50 megabits per second or higher. The upgrade significantly improves reliability, performance, and capacity for State agencies, enabling more efficient service delivery, better support for cloud-based applications, and enhanced access to digital services for employees and the public.

Improving Certificate Monitoring to Prevent Service Disruptions

To address a gap in monitoring internal security certificates, a new automated alerting solution was developed and deployed this year. Modeled after industry-standard monitoring tools, this solution provides early warnings when internal certificates are nearing expiration, allowing staff to renew them before issues occur. This proactive approach reduces the risk of unexpected service disruptions and strengthens the reliability and resilience of critical technology services.



Our Work in Action

Enriching and transforming government services.

***Enriching and transforming* government services.**

MaineIT continues to advance modernization efforts that strengthen the State's technology landscape and support the evolving needs of State agencies. Over the past year, we have focused on updating legacy systems, expanding cloud capabilities, and improving the platforms that power essential government operations. By embracing innovative technologies and streamlining core processes, MaineIT is helping agencies operate with greater efficiency, flexibility, and resilience. These efforts reinforce our commitment to delivering a modern, scalable, and future-ready digital environment for Maine's government services.

Modernizing Legacy Systems

Replacing aging, high-risk, or unsustainable systems.

Launching the Baxter 2025 Child Care Management System

MaineIT, in close collaboration with the Department of Health and Human Services, successfully launched the Baxter Child Care Management System in May of 2025, completing a 26-month effort to modernize how the State supports families and child-care providers. Baxter replaces an aging legacy system and delivers significant improvements, including easier sign-on, stronger security safeguards, and more dependable connections with partner agencies. The system now serves a broad user community – 81 staff, more than 1,600 providers, and over 4,400 family users – making it easier for families and providers to access information and complete required tasks. Baxter also ensures that data is shared safely with state and federal partners and streamlines everyday workflows for child-care specialists. In addition, a new mobile application allows licensing staff to record inspection details in the field and sync their updates when back online, improving both accuracy and efficiency.

Modernizing Breast and Cervical Health System

This year, MaineIT, IT Procurement, and the Department of Health and Human Services partnered to deliver a modern, fully compliant technology solution for the Maine Breast and Cervical Health Program. For two decades, the program relied on a vendor system that had not been updated to meet current MaineIT standards and no longer provided the functionality needed to effectively support its mission. The new system – already used by more than 20 states and closely aligned with federal Centers for Disease Control and Prevention requirements – offers greater flexibility, improved capabilities, and a more sustainable long-term platform. In addition to these enhancements, the program realized a substantial cost reduction, lowering annual expenses from \$165,000 to \$68,000, allowing more resources to be directed toward critical public health services.

Modernizing Legacy Systems, cont.

Replacing aging, high-risk, or unsustainable systems.

Enhancing Public Safety Systems and Data Reporting

MaineIT, in collaboration with the Department of Public Safety, made significant improvements this year to the technology systems that support law enforcement and public safety operations across the State. Key efforts included migrating the Maine Judicial Information System to a modern, enterprise-level justice platform, improving how critical information is reported and audited for federal background check systems, and increasing visibility into transactions that fail or require follow-up. Enhancements were also made to reporting for the national sex offender registry, strengthening the accuracy and completeness of shared data. In addition, several Maine State Police systems were upgraded, including internal affairs case management tools, the crime laboratory's DNA information system, evidence tracking, motor vehicle inspection, and other core operational applications. Together, these improvements support more reliable data sharing, stronger oversight, and more effective public safety services for Maine residents.

Advancing Modern Offender Management Systems

The Department of Corrections (DOC) is moving forward with a major effort to replace its long-standing offender management system with a modern, more capable solution. After an extensive process to gather business needs and conduct competitive procurement, a vendor was selected and the project was formally launched. The Project Management Office is providing dedicated project management support, while MaineIT is working closely with both the vendor and DOC staff to plan and implement the new system, known as COMPASS, with a targeted deployment in 2026. The project is currently in an in-depth planning and discovery phase, during which subject matter experts participate weekly in structured working sessions to define system features and ensure the new solution meets operational needs.

Implementing Modern Licensing Systems to Protect Public Health

MaineIT and the Department of Environmental Protection (DEP) continued to make steady progress to modernize DEP licensing systems. MaineIT is working closely with DEP staff, the project manager, and the system vendor to deploy new system components as they are completed. To date, three of the sixteen planned modules are live and in active use. At the same time, DEP's program-specific licensing system continues to advance, with successful implementation of programs supporting biomedical waste management and wastewater discharge oversight. These systems help ensure that healthcare facilities, laboratories, and residential and small commercial properties comply with state and federal requirements, supporting public health protections and maintaining Maine's water quality standards.

Modernizing Legacy Systems, cont.

Replacing aging, high-risk, or unsustainable systems.

Modernizing Campaign Finance Reporting Systems

Working in close collaboration with the Ethics Commission and its technology vendor, a new campaign finance application was successfully implemented this year. The new system replaces a legacy application that was costly and difficult to maintain, providing a more reliable and sustainable solution. This modernization improves system stability and supports more efficient campaign finance reporting, benefiting both the Ethics Commission and the individuals and organizations that use the system.



Modernizing Case Management

In 2025, MaineIT partnered with the Department of Health and Human Services Administrative Hearings Group and their vendor to design and implement a modern, digital case management system, replacing a legacy paper-based process. The new system streamlines case intake, document handling, and workflow execution, significantly improving operational efficiency and consistency across hearing officers. Automated workflows, seamless email-to-record integration, and electronic intake forms have improved file storage, retrieval, and standardization while reducing administrative effort. The project also delivered strong fiscal value, achieving a 56% reduction in professional services costs while modernizing a critical public service function.



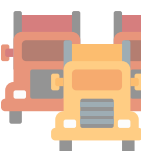
Modernizing Payroll Systems to Support Statewide Initiatives

In support of the PRISM project, significant updates were made to the Maine Department of Transportation's (MaineDOT) payroll application to ensure a smooth transition to the new Statewide payroll system. These changes enabled the application to produce accurate payroll files for MaineDOT employees, including specialized payroll groups, while also updating overtime calculations to comply with current federal labor requirements. Multiple testing cycles were completed throughout the year to confirm accuracy and reliability. As a result, MaineDOT payroll data was successfully included in the first payroll run processed through PRISM with minimal issues. MaineDOT staff reported that the effort was highly successful and provided confidence in the system's readiness and reliability.



Modernizing Fleet Management Systems

MaineDOT, with support from MaineIT, completed an upgrade to their fleet management application, resolving several long-standing system issues. Most notably, the upgrade addressed a time-tracking problem that had required frequent timesheet corrections during every payroll cycle, improving accuracy and reducing administrative effort. The enhancement also introduced a new reporting module, providing better insight into fleet operations, and positions the application for a future migration to a cloud-based version, supporting continued modernization and operational efficiency.



Our Work in Action

Enriching and transforming government services.

Building New Digital Capabilities

Delivering net-new systems, integrations, or functionality.

Advancing PFAS Health Eligibility Tracking

In collaboration with the Department of Agriculture, Conservation and Forestry, MaineIT has launched the per- and polyfluoroalkyl substances (PFAS) Health Eligibility Tracking project to support individuals and communities affected by PFAS contamination. Initial outreach letters have been sent to impacted homes and businesses, and many residents and organizations have responded by completing surveys. The information collected is now being securely added to a centralized database, helping the State identify eligible participants and administer a program that covers the cost of blood testing for people associated with PFAS-affected locations.

Enabling Enrollment Verification to Support Summer Nutrition Benefits

MaineIT completed development of a new system connection that allows real-time verification of student enrollment in schools participating in the National School Lunch Program. This work was completed in collaboration with the Maine Service Bus to support the Department of Health and Human Services' Office for Family Independence in processing applications for the SUN Bucks program. The new connection allows application reviewers to instantly confirm enrollment using the Department of Education's student data system, improving accuracy and reducing processing time. This federally funded program, available in most states, provides qualifying families with food assistance during the summer months when school meals are not available, offering \$120 per eligible child and helping ensure continued access to nutrition for Maine students.



Building New Digital Capabilities, cont.

Delivering net-new systems, integrations, or functionality.

Building a Simple and Secure Constituent Portal

MaineIT made significant progress this year on MyMaine.gov, a new online constituent portal designed to simplify how Maine residents access State government services. When fully implemented, the portal will provide a personalized, user-friendly interface that allows residents to easily find resources, manage their information, and securely access the services they need. Today, constituents often navigate multiple agency websites and maintain several separate accounts. MyMaine.gov will replace that experience with one secure login for services such as license renewals, benefit applications, and more – bringing State resources together in a single, convenient location. Over the past year, MaineIT completed the core foundations of the platform and launched an initial welcome page introducing users to the new service. Throughout this work, we have prioritized privacy, security, accessibility, and fairness as guiding principles. Work is now underway to integrate several pilot services into MyMaine.gov. This milestone brings the State closer to delivering a streamlined, modern digital experience that makes interacting with government simpler, more efficient, and more transparent for all Maine residents.



Supporting Home Resilience Through Modern Grant Administration

The Department of Professional and Financial Regulation's Bureau of Insurance, in collaboration with MaineIT, awarded administration of its Home Resiliency Program to a Maine-based company. The new system is expected to go live in the first quarter of 2026 and will support the administration of grant funding for Maine residents seeking to make their homes more resilient to storm-related damage. This effort will help streamline program operations while improving access for constituents and supporting statewide efforts to strengthen homes against severe weather impacts.



Migrating Data to Support a New State Office

Following the establishment of the Maine Office of Community Affairs (MOCA), teams worked collaboratively with multiple divisions to migrate existing documents and data into newly created collaboration spaces. This effort consolidated information into modern, secure tools that support shared work and communication. Best practices were applied for organizing content, managing access, and planning for long-term information management, resulting in a scalable and secure platform that supports MOCA's operations and future growth.



Our Work in Action

Enriching and transforming government services.

Strengthening Infrastructure and Platforms

Enterprise foundations: cloud, networks, hosting, platforms, and governance.

Expanding Hybrid Multi-Cloud Connectivity

MaineIT has successfully completed the Hybrid Multi-Cloud project, strengthening the State's ability to securely and reliably use multiple cloud platforms. This effort included procuring colocation facilities, establishing dedicated direct-connect networking, and deploying multiple diverse, high-speed network circuits between the State of Maine data centers and the colocation facilities. Together, these improvements provide more resilient, secure, and high-performance cloud connectivity, enabling agencies to better leverage cloud services while supporting continuity of operations and future technology modernization.

Expanding Secure Virtual Workspaces in the Cloud

Throughout 2025, a secure, cloud-based virtual desktop solution was deployed to provide an alternative to physical laptops for State staff and contractors. This effort was delivered through close collaboration across Infrastructure Services, Client Technologies, Network Services, Project Management, application teams, and agency partners. The new virtual workspace allows controlled access to State of Maine systems from approved locations, reduces the need to manage and ship physical equipment, and supports flexible and secure remote work options. This initiative strengthens security while positioning the State to adapt to future workforce and operational needs.

Strengthening Cloud Governance and Readiness

MaineIT has advanced its Cloud Center of Excellence (CCoE) efforts by establishing key governance, technical, and organizational foundations to support the State's cloud migration. A cross-functional CCoE Committee was launched with representatives from Security, Infrastructure Services, Enterprise Data Services, Network Services, Client Technologies, and Enterprise Shared Services to guide decision-making and oversight for migration activities. In parallel, the team completed Application Dependency Mapping across all scans, providing a clearer understanding of how servers, applications, and databases interact and enabling informed prioritization of systems for migration. To ensure agencies are prepared for this transition, an Organizational Change Management workstream was also launched to build awareness, understanding, and cloud-related skills across State of Maine audiences, helping to support a smoother and more successful adoption of cloud technologies.

Strengthening Infrastructure and Platforms, cont.

Enterprise foundations: cloud, networks, hosting, platforms, and governance.

Modernizing Server Infrastructure

In early 2025, the State successfully completed a major upgrade of its server infrastructure by moving all virtual servers from an aging platform to a modern, cloud-ready environment. This transition included both systems in the State environment and was supported by the installation of new enterprise-grade hardware, improving system performance, scalability, and long-term support. The successful migration strengthens the reliability of core technology services and establishes a solid foundation for future infrastructure and cloud modernization efforts.

Transitioning Unemployment Systems to a Dedicated State Environment

The Maine Department of Labor's Bureau of Unemployment Compensation is collaborating with MaineIT its unemployment benefits system from a shared consortium environment to a dedicated, Maine-specific cloud environment. This system plays a critical role in administering unemployment benefits to Maine residents. The project is being managed through close coordination between both business and technical project managers, with regular progress updates provided each week. The first phase of the effort is currently underway and focuses on moving the existing system to the new environment with minimal changes. This phase has been completed and placed into production, strengthening system reliability and State-level control.



Strengthening Infrastructure and Platforms, cont.

Enterprise foundations: cloud, networks, hosting, platforms, and governance.

Migrating Mapping and Geographic Information Systems

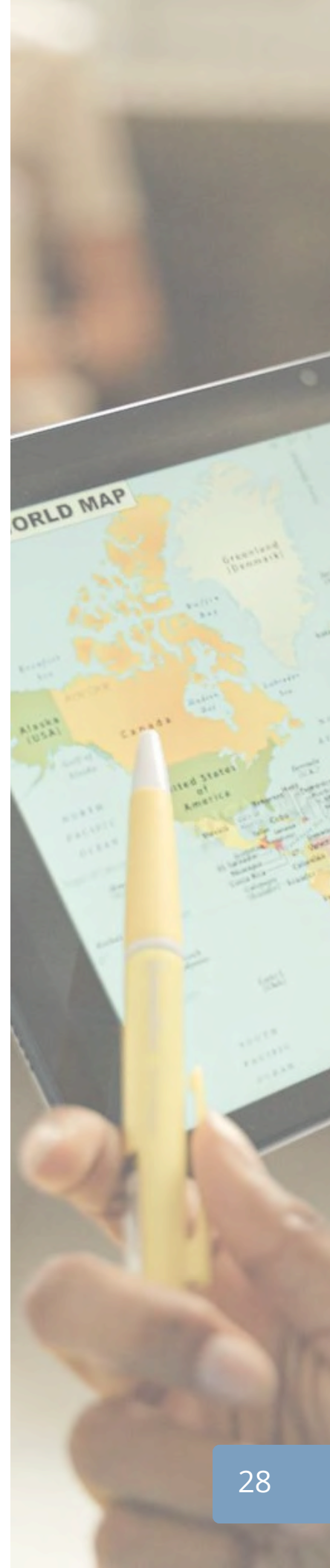
The Maine Geographic Information System (MEGIS) completed a comprehensive modernization effort with the successful migration of its systems to the Microsoft Azure cloud. This initiative included a full upgrade of the underlying infrastructure, operating systems, and mapping software, as well as the transition of key geographic databases to a managed cloud database service located alongside the application systems. These improvements enhanced system performance and reliability, reduced delays in data access, and enabled the creation of a dedicated testing environment to support future enhancements. As the State's first major application moved to the cloud, the project also established new cloud standards, governance practices, and operational processes, creating a strong foundation for future cloud migrations across State government.

Migrating Geospatial Services to the Cloud

MaineIT has completed the migration of the Continually Operating Receiver System (CORS) from the State's demilitarized zone (DMZ) to a secure, hosted cloud-based environment, where it has been rebranded as the Maine Real Time Network (MRTN). This transition improves the reliability, scalability, and availability of high-precision geospatial positioning services used across the State, while reducing reliance on on-premises infrastructure. The move to the cloud better supports modern surveying, mapping, and geospatial applications and positions the service for future growth and innovation. Work in this area continues, with a focus on ongoing enhancements to the GIS platform.

Modernizing Geospatial Web Services

MaineIT has redesigned and migrated all ArcGIS web services used by the Maine Department of Transportation (MaineDOT) to the State's new ArcGIS platform. This work improves system performance, reliability, and security while ensuring continued access to critical geospatial data and mapping services. The updated platform also provides a more scalable foundation for future enhancements, supporting MaineDOT's ongoing needs for transportation planning, operations, and data-driven decision-making.



Advancing Public Safety and Emergency Communications

Strengthening mission-critical public safety communications.

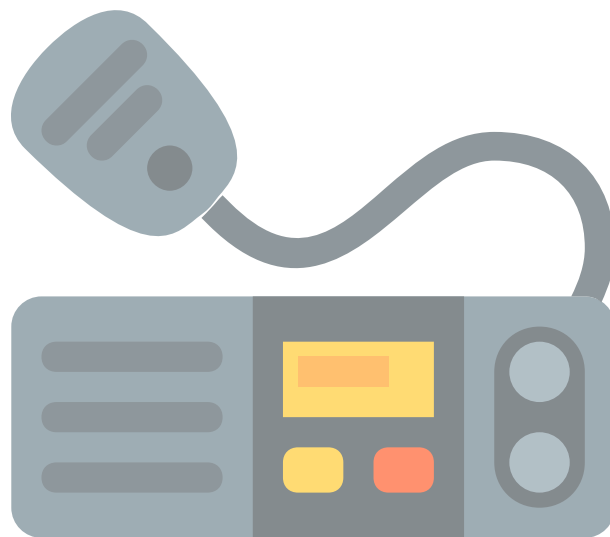
Connecting Cross-Border Communications with New Brunswick

The State of Maine has completed a long-sought project to connect MSCommNet with New Brunswick, Canada, at the Houlton and Calais border regions. MaineIT Radio Operations built on foundational work previously completed by the Maine Emergency Management Agency (MEMA) to advance this initiative and move it toward implementation. Within one year, the Radio Operations team coordinated with federal and international partners, including the U.S. Department of the Interior, and activated the system in late 2025. The communications backbone is now fully operational and ready to be transitioned to dispatch, enhancing safety and coordination for responders on both sides of the border. New Brunswick officials have requested a future media event to mark the first official call between jurisdictions, underscoring the significance of this milestone. The project also benefited from long-standing collaboration between Steve Mallory and Bruce Grandy, whose contributions were instrumental in bringing this effort to completion for the safety of personnel in both regions.



Expanding Local Interoperability with Lewiston and Auburn

In collaboration with the cities of Lewiston and Auburn, the State has successfully established direct interoperability links between MSCommNet and both municipal radio systems. Each community now has a dedicated channel connecting through MSCommNet, enabling improved coordination during emergencies. The links were completed and fully tested in December 2025 and are now being transitioned to local communications teams and State dispatch to determine operational use and next steps. This effort was completed on time, with Lewiston and Auburn providing all required hardware, resulting in minimal cost to the State. Special recognition is due to Maine State Police Detective Jason Wing for initiating the effort and encouraging an innovative, cooperative approach.



Advancing Public Safety and Emergency Communications, cont.

Strengthening mission-critical public safety communications.

Modernizing Radio Infrastructure and Workforce Capacity

Following completion of the microwave project, the State of Maine partnered with our vendor, to implement a major update to radio hardware and servers. This effort was unique in that MaineIT's Radio Operations proposed a collaborative model in which the State served as both customer and implementer, supported by a contractor-led implementation. The project introduced a tiered training and mentoring program, combined with targeted staff augmentation, to reduce operational risk and eliminate single points of failure. As a result, radio operations are no longer "one deep" in any area, and staff now have broader knowledge and field readiness across multiple roles. With support from the Maine Emergency Management Agency, the project was completed efficiently and cost-effectively, including the addition of four legislatively authorized positions and staff augmentation in the garage to support vehicle buildouts. We thank the Legislature for its continued support, which made these workforce and infrastructure improvements possible.



Our Work in Action

Enriching and transforming government services.

Improving Agency Operations

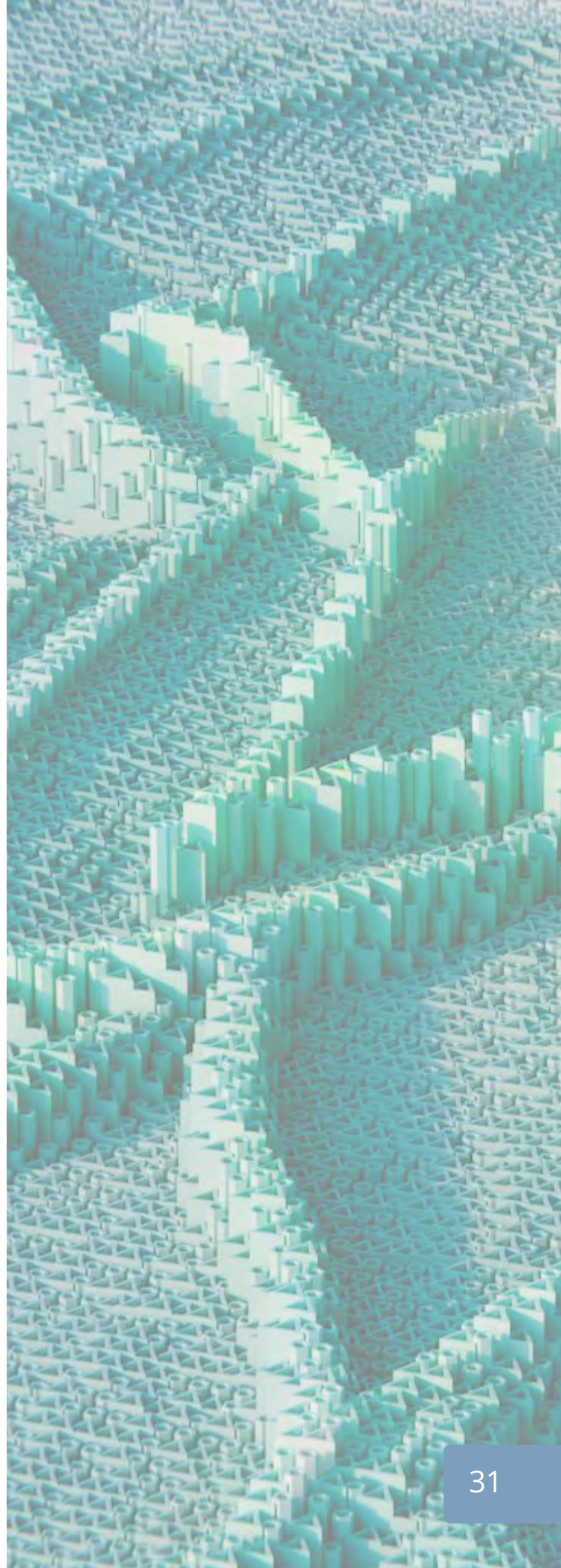
Improving internal efficiency, planning, workforce, and administrative effectiveness.

Modernizing Budget Development Through the ITBA Rewrite

This year, MaineIT advanced a major modernization effort with the comprehensive rewrite of the Information Technology Budget Application (ITBA), in preparation for MaineIT's next budget cycle. The redesigned application addresses longstanding usability and functionality challenges by introducing a more intuitive and user-friendly interface, enhancing the efficiency and accuracy of creating and managing biennium budgets. The updated ITBA will also make it easier for leadership and financial teams to find the information they need through clearer, more accessible reporting. In addition, its connection to our application inventory system ensures that all applications are included in the budgeting process and establishes a single authoritative source of information for application-related budget planning.

Planning Technology Modernization to Support Child Development Services

MaineIT worked closely with Child Development Services to develop a clear and actionable technology architecture and long-term roadmap to guide the modernization of its systems. This planning effort helps ensure future technology investments are aligned with agency needs and prioritized effectively. As a result, replacement of the financial system was identified as the highest priority, and a competitive procurement process is currently underway to select a new solution. Implementation of the new system is expected to begin in early 2026, supporting more efficient operations and improved service delivery.



Our Work in Action

Enriching and transforming government services.

Improving Agency Operations, cont.

Improving internal efficiency, planning, workforce, and administrative effectiveness.

Developing IT Talent Through Internships

MaineIT has expanded its internship program through strategic partnerships with Maine's schools and higher-education institutions. This year, 16 interns contributed meaningful work across critical service areas, including Data Services, Information Security, Radio Operations, and Digital Accessibility. These internships provided students with hands-on experience in State operations while enabling MaineIT to accelerate important initiatives, broaden innovation capacity, and strengthen workforce readiness in high-demand IT fields. The program also supported long-term workforce development, with one intern transitioning into a permanent role within MaineIT. By investing in Maine's emerging talent, MaineIT is building a sustainable pipeline of skilled professionals who are prepared to meet the evolving technology needs of State government and deliver improved services.

Modernizing Statewide Voice Communications

MaineIT completed a major upgrade of the State's telecommunications platform, the system that supports enterprise-wide voice calling, call centers, and critical communication functions used daily by State employees and the public. This effort modernized all physical and virtual servers and brought the entire environment to the latest supported version. As a result, the State now benefits from improved system stability, stronger security protections, and enhanced performance – ensuring more reliable service delivery for agencies and the citizens they serve.



Our Work in Action

Enriching and transforming government services.


Supporting Constituent-Facing Services

Directly improving how Maine people access services and information.

Expanding Systems to Support Paid Family and Medical Leave

The Maine Department of Labor's Paid Family and Medical Leave program continued to advance its supporting technology systems this year. The employer tax collection system has been live and operating successfully for one year, providing a stable platform for collecting required contributions. In addition, the design of the public-facing benefits portal has been awarded and is currently under development with the selected vendor. Together, these efforts support the ongoing rollout of the program and help ensure employers and workers have reliable, accessible systems as the program continues to grow.

Enabling Public-Facing Digital Services

In 2025, the State of Maine successfully delivered the required connectivity to support new public-facing websites for the Department of Health and Human Services Office of Child and Family Services, including Katahdin, Baxter, and Childcare Choices. These sites went live in May of 2025, following more than 18 months of planning, coordination, and regular implementation meetings. Through close collaboration with internal teams and external partners, the project ensured secure, reliable, and scalable connectivity. This milestone expands public access to essential services and demonstrates the State's commitment to delivering dependable technology for citizen-facing applications. _____ 



Shared Partnerships

Data Management and Governance

Shared partnerships.

Success in technology is never achieved in isolation – it thrives through collaboration, shared vision, and the seamless intersection of expertise. As the enterprise 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

Data Management and Governance Practice

The Data Management and Governance Practice (DMGP) was established by PL 2021, Chapter 717 (An Act to Promote Equity in Policy Making by Enhancing the State's Ability to Collect, Analyze, and Apply Data) and further clarified by PL 2023, Chapter 581 (An Act to Amend the State's Data Governance Program).

DMGP strives to create an environment wherein live data can be safely and securely shared between Executive Branch agencies and with the public to improve policies, programs and services for the people of Maine. It is led by the Chief Data Officer, who is responsible for establishing a strategic vision for statewide data initiatives that promote accessibility, equity, sharing, privacy, and security.

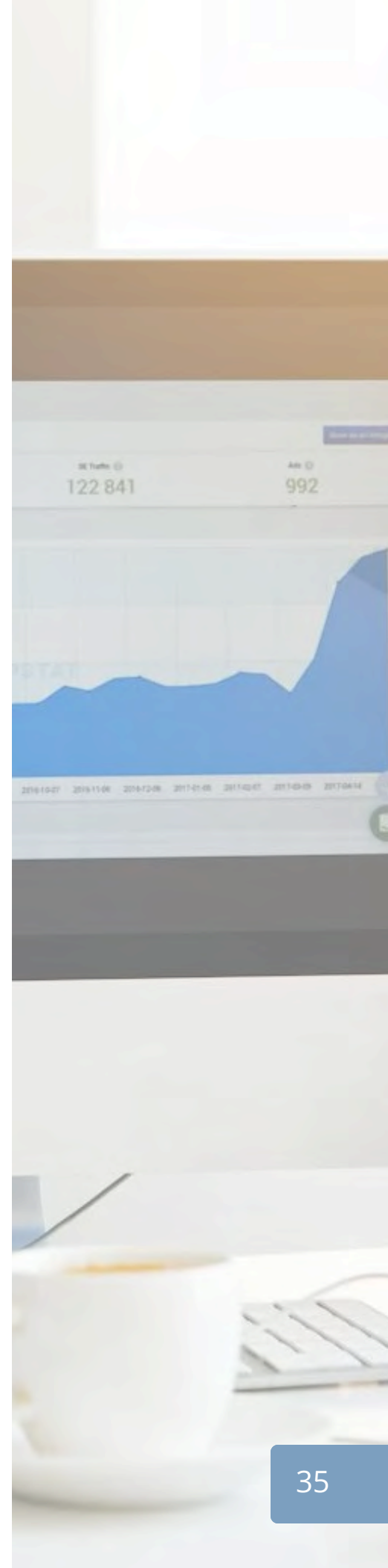
Data Management and Governance, cont.

Federated Model for Data Governance

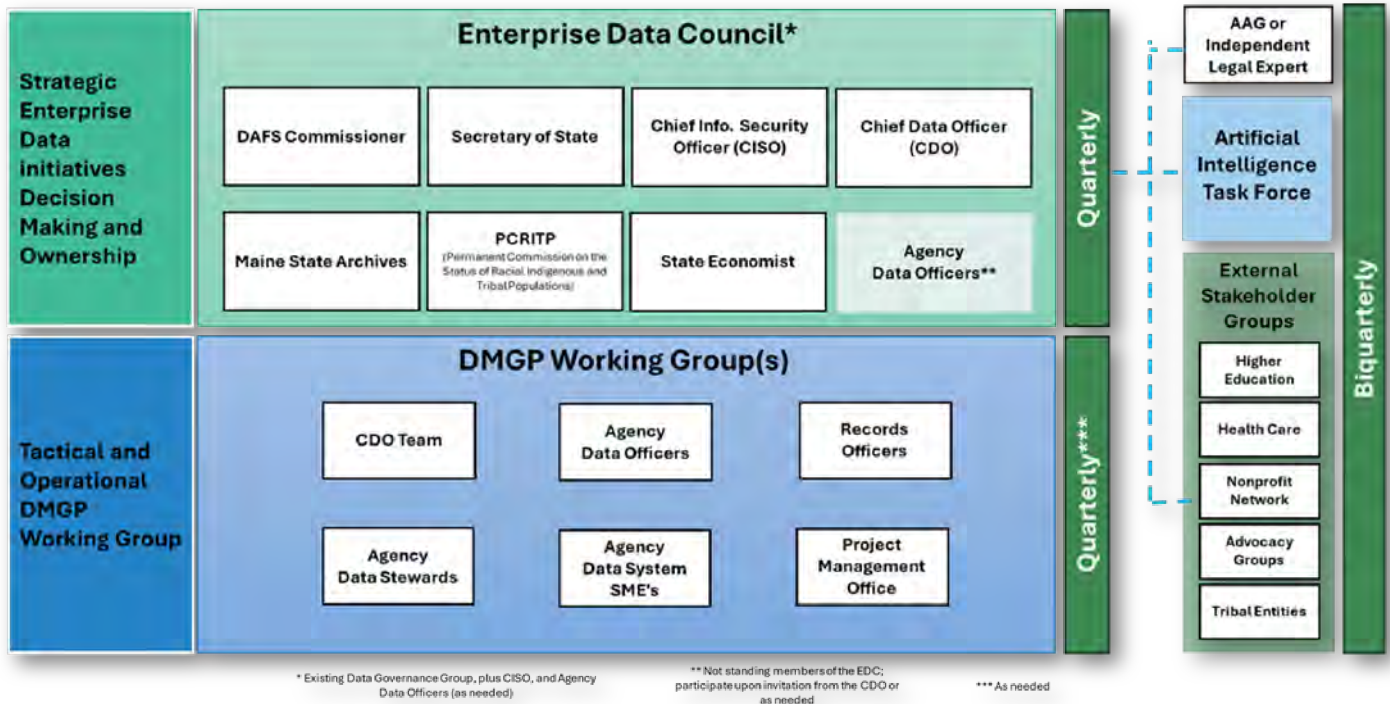
Pursuant to 5 MRS §1982 (9) departments own their data. In the federated model illustrated below, each Executive Branch agency designates one or more Data Stewards to ensure alignment with strategic goals established by DMGP. This is similar to agencies identifying Records Officers to coordinate with the Maine State Archives within the Department of the Secretary of State to ensure adherence to general and agency-specific retention and archival schedules for records.

The federated model provides Executive Branch agencies with a consistent statewide framework of policies and standards to improve shareability, quality, and interoperability and encourages them to create and maintain data policies and standards that fit their unique program, service, and business needs. Key groups within the federated model are:

- **Enterprise Data Council (EDC).** DMGP consults with the Secretary of State (SoS) and Permanent Commission on the Status of Racial, Indigenous, and Tribal Populations (the Permanent Commission), and the Department of Administrative and Financial Services (DAFS) to promote best practices in data governance, including ensuring equity as a key value. This body functions as the Enterprise Data Council and provides recommendations and oversight to DMGP.
- **Working Groups.** These are formed as needed to improve data governance across all agencies by focusing on specific issues and needs, such as identifying data siloes, upskilling and training staff, and creating data standards.
- **External Stakeholders.** Feedback from a diverse group external stakeholders across multiple sectors is integral to improving transparency and accountability. Meetings are conducted biannually with participants from higher education institutions, human rights advocacy groups, tribal partners, municipal governments, faith-based organizations, and health care providers.



Data Management and Governance, cont.

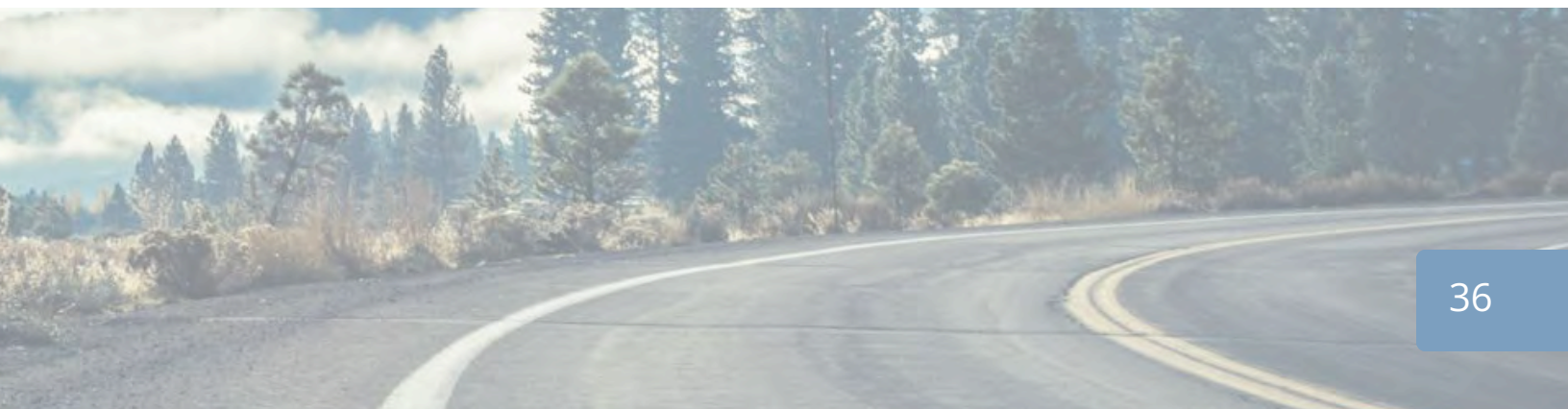


Executive Branch Data Governance Policy

To provide guidance and structure to agency Data Stewards, the Chief Data Officer created the Executive Branch Data Governance Policy. It introduces the operating model above for enterprise decision making and distinct roles and responsibilities for agency Data Officers, based on scale and complexity. This policy will be complemented by data standards that provide more granular and technical requirements for specific topics, such as data sharing agreements. Together, these will form the data governance framework.

Data Steward Training Academy

Upskilling and training agency Data Stewards is critical to addressing the State of Maine's needs. DMGP is creating a Data Steward Academy in the LUMEN learning management system. Initial content will introduce core concepts like data governance, data literacy, and data visualizations. Future content will become more complex as agencies mature their data governance programs.



Shared Partnerships

IT Finance

IT Finance

IT Finance is an 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 2025, 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 address critical areas needing additional investment.

Advancing Fiscal Transparency

Over the past several years, MaineIT Finance has made significant progress in enhancing transparency with our agency partners and improving the efficiency of the billing process. During the past year, the team focused on developing a comprehensive strategy and implementation timeline to further increase visibility into IT expenditures. This initiative will provide agencies with detailed budget-to-actual reporting, enabling better financial planning and informed decision-making.



Leveraging the Maine Jobs and Recovery Plan for IT Modernization

MaineIT continues to utilize funding from the Maine Jobs and Recovery Plan (MJRP) to advance the State's strategic technology initiatives. These investments are strengthening IT infrastructure, accelerating cloud adoption, and enhancing cybersecurity capabilities across State government. Of the total \$47.6 million allocated to MaineIT through MJRP, approximately \$31 million has been deployed to date – supporting the secure delivery of modern and reliable digital services to State agencies and Maine residents.



Maintaining Strong Cybersecurity Investments

In 2025, the MaineIT Cybersecurity Program continued to benefit from the significant financial investment authorized by the Maine State Legislature, underscoring the State's ongoing commitment to protecting digital assets and public services. Cybersecurity continues to represent a substantial portion of MaineIT's overall budget, reflecting both the growing importance of security initiatives and the maturation of enterprise-wide protections. The share of MaineIT's budget dedicated to cybersecurity was:

- 8.46% in Fiscal Year 2022
- 13.53% in Fiscal Year 2023
- 16.84% in Fiscal Year 2024
- 12.64% in Fiscal Year 2025



The decrease in FY25 reflects the completion of major security investments under MJRP in Fiscal Year 2024, alongside an overall IT budget increase of nearly \$30 million. Despite this proportional adjustment, the State continues to maintain a robust cybersecurity posture, ensuring that critical systems and data remain protected amid an increasingly sophisticated and dynamic threat landscape.

Shared Partnerships

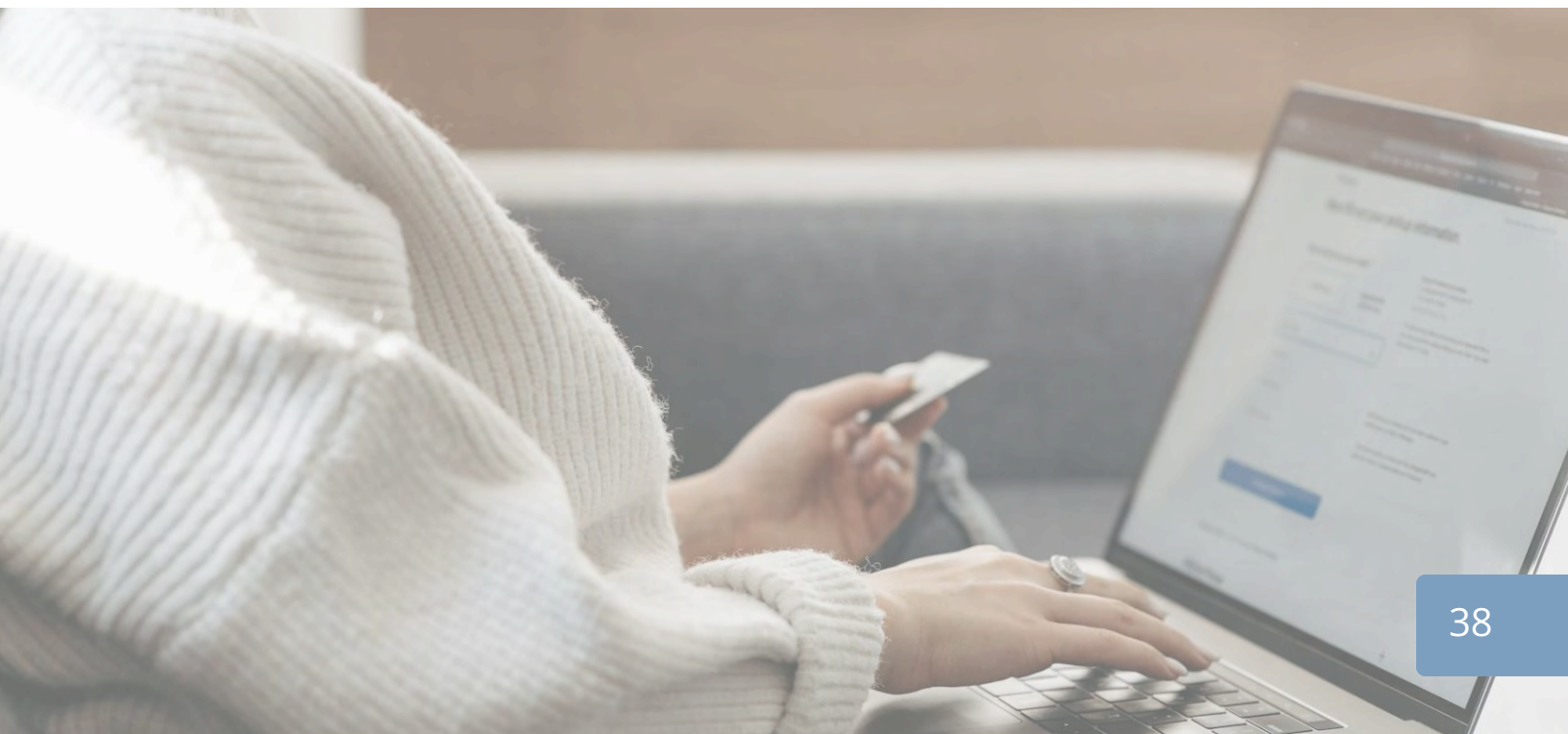
IT Procurement

IT Procurement

As part of the DAFS Office of State Procurement Services, IT Procurement provides oversight and guidance to ensure consistent, transparent IT purchasing aligned with the State's overall technology strategy. This team operates under the authority established in Title 5, §1973, which designates the CIO to approve all major or nonstandard information and telecommunications technology initiatives, contracts, and acquisitions, as well as to approve standards and evaluation procedures for routine technology purchases. IT Procurement is another key example of our shared partnership model – working collaboratively with both MaineIT and agencies to support Statewide technology goals, manage IT contracts efficiently, and maintain strong, long-term relationships with value-added resellers to deliver strategic and cost-effective technology solutions.

Strengthening IT Procurement Through Technical Assessments.

The IT Procurement team, in collaboration with MaineIT technical teams, advanced the State's technology acquisition process by deploying a strengthened IT Technical Assessment used across all technology procurements. Designed to keep pace with evolving industry standards, this assessment process brings together experts in architecture, cybersecurity, networking, and cloud technologies to ensure that proposed solutions meet the State's technical, security, and compliance requirements. This expert input now plays a central role in procurement decision-making, helping to identify potential vulnerabilities early and improve the quality of IT investments statewide. The Technical Assessment process was utilized more than 50 times in 2025, and MaineIT continues to refine the process to support greater transparency, consistency, and efficiency in evaluating IT goods and services.



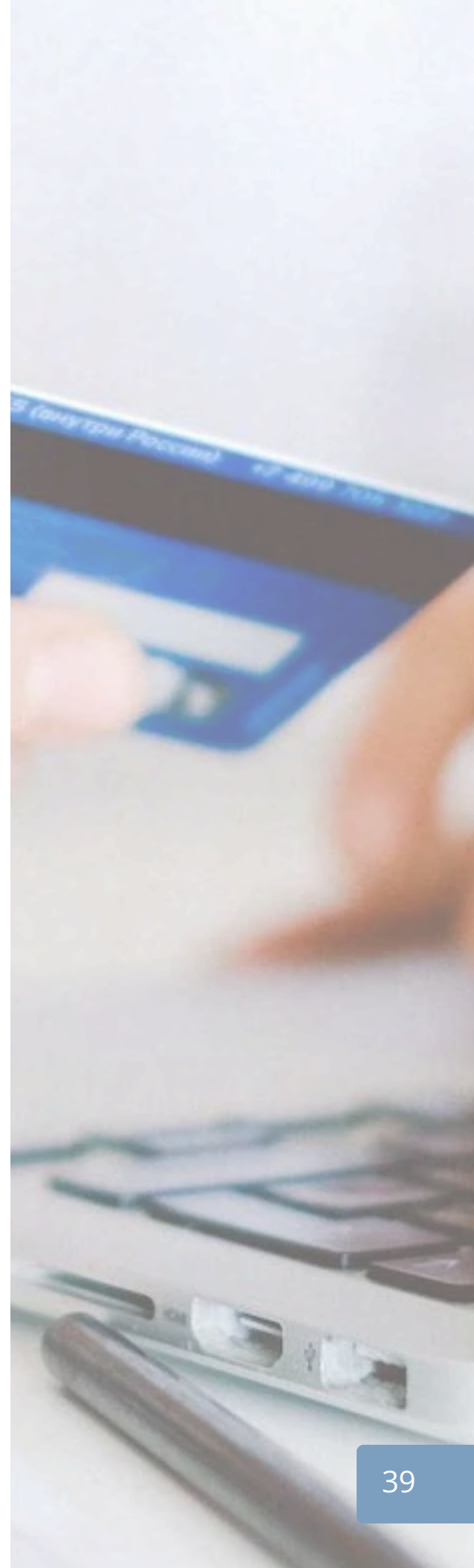
IT Procurement, cont.

Enhancing IT Procurement Efficiency Through Published Guidelines

This year, the IT Procurement team published new guidelines for IT Procurements to help State agencies more efficiently prepare and advance their technology solicitations. This Statewide resource streamlines the procurement process by clearly outlining when IT Procurement involvement is required, what types of technology-related documents need review, and how agencies can engage the appropriate experts early in the process. By making expectations transparent and providing an accessible, easy-to-follow reference, the guidelines reduce delays, strengthen compliance, and support agencies in bringing their solicitations to publication more quickly and with greater confidence.

Supporting IT Workforce Capacity Through the Knowledge Services Program

The IT Procurement team continued to strengthen Maine's IT workforce through the Knowledge Services Managed Service Provider (MSP) Program, which provides streamlined access to skilled IT professionals and project-based services through a single contracting channel. MSP supports both IT staff augmentation and fixed-fee or milestone-based Statement of Work projects, helping agencies meet their technology goals more efficiently. In 2025, the IT Procurement team expanded training and support for managers across agencies through Lunch and Learn webinars, Manager Roundtables, and improved online tools and resources. This collaborative effort has improved project delivery, resource management, and agency access to the IT expertise needed to advance Maine's digital government initiatives.



Shared Partnerships

Project Management

Project Management

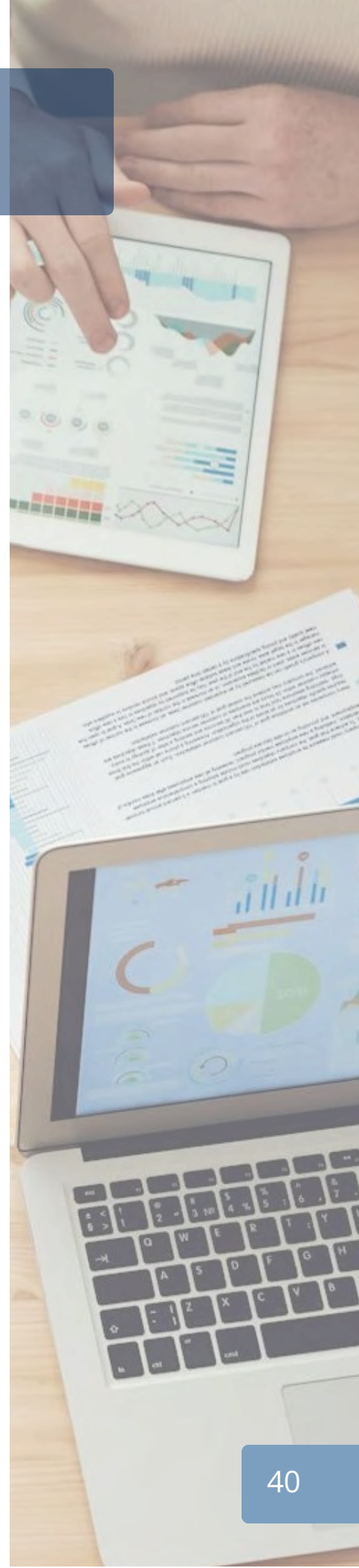
The State of Maine's Project Management Office (PMO) is a service organization that supports Executive Branch departments, projects, and initiatives. The PMO stewards State of Maine investments through best-practice processes that engage and foster effective execution and enable successful outcomes. The PMO's mission is to lead the delivery of project results on behalf of Maine State Government.

The PMO provides a comprehensive set of services to ensure that State-funded undertakings are well managed and achieve the desired outcomes. The PMO approach ultimately ensures that public resources are utilized effectively across the breadth of Executive departments.

The PMO 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 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 PMO 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 adoption of our services. Our array of transformation, portfolio, and project management services includes initiation, strategic planning, portfolio management, project delivery, independent validation and verification, and change management.



Project Management, cont.

Major Accomplishments in 2025:

- **The PMO managed a team of Project Managers, Analysts, and other specialists** to support projects within individual departments in government, including several Enterprise-level, cross-departmental software solutions.
- **The PMO advanced the enterprise approach** identified as a strategic priority by DAFS by coordinating the evaluation and implementation of tools that scale across agencies. Early successes – including the State’s HR Management System, PRISM, and the LUMEN Learning Management System – demonstrate the increased efficiency and value generated through this Statewide, integrated strategy.
- In response to identified gaps and departmental needs, the PMO has **stood up new services**. These include dedicated business analyst support, efforts to support User Acceptance Testing, and dedicated project management coordination for departments managing multiple projects in their portfolios.
- **The PMO successfully implemented Orchestra**, a cloud-based project management tool. This tool enables more effective performance management tracking and greater collaboration and transparency with our operating partners across State government.
- **The PMO developed standard operating procedures and templates** for operational tasks to ensure consistency across all elements of the project development and implementation process and administrative functions.



Project Management by the Numbers

First Contacts (Intake Meetings) completed: 49
Business Cases completed: 32
Projects completed: 31
Projects in-flight during the year: 56
RFP Contracts awarded: 2
Organizational Change Management initiatives: 2



Independent Validation and Verification Initiatives:

In-flight: 3
Completed: 1

Recognition

StateScoop 50 Awards, State Leadership of the Year

In 2025, Nicholas Marquis, MaineIT's Interim Chief Information Officer, was honored with the State Leadership of the Year Award, recognizing his contributions to state IT leadership and commitment to driving innovative solutions that improve operations and enhance citizen services. Now in their 12th year, 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, these awards honor individuals and initiatives that have made significant advancements in government operations and citizen services.

NASTD Honorary Life Member Recognition

In 2025, Dawnna Pease was awarded Honorary Life Member status in recognition of her significant contributions to NASTD and the lasting impact she has had on the organization and its mission. Presented at the 2025 National Association of State Technology Directors (NASTD) Annual Conference, the Honorary Life Member recognition acknowledges individuals who have demonstrated exceptional, long-term service and leadership within the organization.

DAFS Employee of the Year Nominations

The DAFS Employee of the Year program recognizes exceptional performance and dedication among employees across the department. In 2025, two MaineIT employees were nominated for this award, placing them among just 12 nominees selected from approximately 1,200 DAFS employees Statewide. These nominations highlight their outstanding contributions, professional excellence, and the positive impact of their work in support of departmental goals and public service.

DAFS Teamwork Award

The DAFS Teamwork Award recognizes collaboration that drives meaningful results for the State of Maine. In 2025, the PRISM Team – representing multiple divisions including MaineIT, the Bureau of Human Resources, the Office of the State Controller, and the Project Management Office – was selected as the award recipient. The team was recognized for its successful launch of PRISM, the State's new Human Resources and Payroll Management System. Bringing together members from several agencies and branches, the team worked collaboratively to integrate multiple legacy systems into a single enterprise solution. Through shared planning, problem-solving, and conflict resolution, the PRISM team advanced the project and achieved its goals despite significant challenges, demonstrating exceptional teamwork and commitment to Statewide transformation.

Closing

By Nicholas Marquis, Interim Chief Information Officer



The work reflected in this annual report tells a powerful story about what is possible when strategy, collaboration, and commitment come together in service of the public. Throughout 2025, MaineIT advanced modernization across nearly every facet of State government – strengthening foundational infrastructure, improving service delivery, protecting critical systems, and enabling agencies to better serve the people of Maine. These accomplishments were not achieved in isolation; they were the result of sustained partnership with agencies, DAFS colleagues, municipalities, vendors, and federal and regional partners.

This year, we made significant progress modernizing legacy systems, expanding secure cloud capabilities, and delivering enterprise platforms that will serve the State for years to come. From the successful launch of PRISM and LUMEN to the expansion of Statewide network capacity and the development of new digital services for constituents, our focus remained on reliability, security, accessibility, and long-term value. At the same time, we continued to strengthen governance, financial transparency, project delivery, and workforce development – ensuring that innovation is matched with accountability and sustainability.

Equally important is how we do the work. MaineIT's CARE values – Customer Focus, Accountability, Responsiveness, and Empathy – are evident throughout this report. Whether improving customer support, advancing digital accessibility, or investing in the next generation of IT professionals, our teams demonstrated a deep commitment to public service and to one another. The recognition received this year belongs to the entire organization and our partners, whose professionalism and dedication drive these outcomes every day.

As we look forward, the pace of change will not slow. Emerging technologies, evolving security risks, and rising expectations for digital government will continue to challenge us. But this report makes clear that MaineIT is well positioned to meet those challenges. With a strong foundation, a clear vision, and a talented workforce, we will continue to build a more secure, efficient, and accessible digital government for Maine. Thank you to everyone who contributed to this work and to our shared mission of delivering dependable technology in service to the people of Maine.

Nicholas Marquis

Interim Chief Information Officer

State of Maine, Department of Administrative and Financial Services

Office of Information Technology