



Office of Information Technology 2023 Annual Report



*MaineIT delivers reliable, secure,
and effective technology
solutions and strategies for State
agencies to maximize service to
Mainers and enrich and
transform the delivery of
government service through
technological innovation.*

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Executive Summary

Over the past several years, the State of Maine Office of Information Technology (MaineIT) has established an environment of shared collaboration, innovation, and modernization to support Maine residents by delivering excellence in information technology (IT) services.

Throughout 2023, MaineIT has continued to support our commitment of delivering a modern IT strategy and vision that continuously builds on the accomplishments of our previous efforts. At MaineIT we are committed to:

- Guiding agency partners through technology challenges to provide a constituent-centric experience.
- Leading the way in bringing value-added technology solutions to the table.
- Taking great pride in our work which directly supports Maine people.
- Having clear leadership alignment and a shared decision-making framework.
- Offering proactive, expert technology advice and shared solutions while providing a superior experience for our business partners.

To facilitate the realization of our vision, our four core values, Customer Focus, Accountability, Responsiveness, and Empathy (CARE), continue to serve as our guiding principles for every decision we make, interaction we have, and service we offer. Our well-established values and vision collectively serve as the underlying foundation for all our accomplishments that have been achieved throughout the past year.

The 2023 MaineIT Annual Report reflects on these milestones, highlighting our major accomplishments which support our strategic vision of collaboration, innovation, and modernization, all with the goal of maximizing the IT services and IT security we provide to the people of Maine.

“ *We do IT because we CARE.* ”



About Us

MaineIT, as part of the Department of Administrative and Financial Services (DAFS), is a group of dedicated State employees and contractors striving to provide the highest quality IT and digital services so State of Maine agencies can meet their statutory and programmatic obligations. We are a centralized, shared services organization that directly delivers a full range of IT support, services, and innovation for Executive Branch agencies, and provides selected IT services to the Judicial Branch. MaineIT is also responsible for the operation and maintenance of the State's Public Safety radio network.

MaineIT roles and responsibilities are legislatively authorized by statute: 5-M.R.S. Chapter 163: Office of Information Technology.¹ The roles and responsibilities of MaineIT and the Chief Information Officer include the complete spectrum of IT oversight and management for Executive Branch agencies and selected parts of the spectrum throughout State government. MaineIT services include providing:

- Best business practices and project management (§1973);
- IT communications and coordination across State government (§1973);
- IT leadership and vision (§1973);
- Policies and standards (§1973);
- Privacy and security (1973);
- Strategic planning (§1974);
- Training and development programs for State employees (§1974);
- Approval of acquisition and use of equipment (§1974);
- High-quality, responsive, cost-effective information technology services (§1981); and
- Establishment of a Data Governance Program (§547).²

¹ <http://legislature.maine.gov/statutes/5/title5ch163sec0.html>

² <https://legislature.maine.gov/legis/statutes/1/title1sec547.html>

Essential Areas within MaineIT



The **Chief Data Officer** develops and implements the State data governance and data management programs.

Client & Infrastructure Services

- **Client Technologies** provides client applications, devices, helpdesk, and application high speed printing services to facilitate functionality, productivity, and ease-of-use for State agencies.
- **Computing Infrastructure & Services** hosts approximately 800 agency systems on 600 servers and provides foundational enterprise services such as the Microsoft 365 suite, email accounts, data backup, and file storage.

- **Network/Voice Services** manages datacenters and maintains and protects all communication through State data networks, including voice and wireless networks.
- **Radio Operations** provides all two-way radio communications and designs and builds emergency communication systems for Public Safety vehicles.

The **Cloud Center of Excellence** creates and implements the State of Maine's cloud strategy and community of practice, including cloud-related best practices, guidelines, and governance policies.

Enterprise Shared Services

- **Application Development** provides and supports the development, vendor selection, implementation, and maintenance of approximately 800 Executive Branch business applications.
- **Architecture and Policy** collaboratively creates, maintains, and governs the enterprise technology vision and related standards for consistent and secure processes.
- **Enterprise Data Services** provides and supports agency data and analytic services by managing over 300 active servers and relational databases.
- **Shared Services** consolidates business and technical operations for enterprise applications to standardize and streamline processes while reducing redundancies.

The **Information Security Office** protects State IT systems and assets by creating, disseminating, and implementing security policies, standards, and controls. The Office also responds directly to threats and assists with recovery from cyber intrusions.

Office of the Chief Information Officer

- **Account Management** ensures effective agency partner relationships and alignment of business needs with IT solutions.
- **IT Finance** is one example of our shared partnerships. This partnership with the DAFS Service Center provides vital business functionality through rate setting, budgeting, processing invoices, and providing financial support.
- **IT Procurement** is another example of our shared partnerships. The group establishes and oversees contracts, acquisitions, and supports long-term, value-added, reseller relationships to help achieve State IT goals and objectives.

The **Project Management Office** defines, supports, and maintains project management best practices and introduces economies of repetition into the execution of technology projects across the State of Maine.

Key Focus Initiatives: Accomplishments from our Goals

Throughout 2023, MaineIT engaged in projects to modernize assets, strengthen security, and enhance the IT services we deliver to support State agencies and Maine residents. The sections below highlight our accomplishments over the past year.

Application Modernization

Over the past several years, MaineIT has been prioritizing application modernization strategies and investments to identify, align, select, deliver, and support modern IT assets for all Executive Branch agencies. Our modernized application service and delivery initiative enables us to meet evolving agency needs by providing innovative solutions, supporting scalability, mitigating risk, and developing sustainable support models that align with strategic priorities.

Accomplishments

Offender Management System. MaineIT is preparing and providing the technical support for the replacement of the Department of Corrections (DOC) mission-critical legacy Offender Management System (OMS). The current OMS, in existence (in some capacity) since 2003, supports DOC's primary business of managing adult and juvenile residents while in institutions, on community confinement, or under supervision in the community. In 2023, MaineIT collaborated with DOC and DAFS IT Procurement to draft and publish a request for proposal (RFP) seeking vendor submissions to replace the legacy OMS with a modern system. In late 2023 a vendor was selected to work with MaineIT and DOC on this large replacement effort beginning early next year.

STARS Tax System. Since 2021, MaineIT has been providing key technical support for the Maine Revenue Services (MRS) State Tax and Revenue System (STARS) project, a four-year phased operation to replace several legacy tax systems for MRS. In October 2023, the project had the third successful rollout to production. With this rollout, the tax types being supported in the modernized system now include Sales Tax, Withholding Tax, and certain types of Income Tax. Moving forward in 2024, MaineIT will continue to support MRS in the final phases of this massive modernization effort for STARS.

Enterprise Shared Services Modernization. In 2021, the MaineIT Enterprise Shared Services (ESS) leadership team began working on an application services and delivery modernization strategy. Through a modernized enterprise shared services infrastructure MaineIT will consolidate our support functions to provide high value IT service delivery to State of Maine agencies. The initial ESS strategy work, which was ongoing through 2021 and 2022, included establishing foundational guiding principles, strategies, objectives, and desired outcomes. This effort required an honest look at where we are

today, where we want to go in the future, and why we want to make this change. In 2023, using the foundational strategy work completed in previous years, ESS leadership documented a purpose statement, key themes and imperatives, a case for change, key objectives for modernizing, and what a modernized ESS organization would look like. Since mid-2023, ESS leadership have begun to break these big, future state strategies and goals down into small tactical efforts that can be accomplished during a single quarter. Over the next year, the ESS team will continue to work on coordinating all efforts to support our overall strategic vision for enterprise shared services modernization.

Maximizing Service

For MaineIT, maximizing service means providing a positive experience for, and collaborating successfully with agency partners to provide the IT systems and support necessary to ensure the people of Maine receive exceptional State service. Over the last year, MaineIT has implemented several key initiatives to improve user experiences and facilitate shared and successful outcomes.

Accomplishments

Enterprise Learning Management System. As a direct result of the pandemic, MaineIT saw a drastic increase in requests for a learning management system (LMS) to fulfil and support virtual training requirements. To support agencies in their strategic goal of shifting from in-person to virtual training efforts, MaineIT vetted and implemented several different LMS solutions to meet immediate virtual training needs. In 2023, MaineIT, in collaboration with DAFS IT Procurement, drafted a request for proposal (RFP), and selected and entered into contract with a vendor to implement a single, enterprise wide LMS. Work is now underway with MaineIT subject matter experts and the vendor to customize and implement the enterprise LMS application. Once fully implemented, the enterprise LMS will serve as a single solution to meet the virtual training needs of all Executive Branch State agencies.

Two Tier Customer Support. In 2022, MaineIT piloted a tier-two customer support escalation team. In 2023, following the successful completion of the pilot project, the tier-two customer support escalation team was permanently implemented in MaineIT by shifting several current resources from other areas within Client Technologies. As part of their role, the Escalation team is responsible for working to resolve any items that cannot be solved through the MaineIT tier-one Help Desk support staff. The team streamlines efforts by remotely completing all escalation support that can be done through our remote collaboration technologies, saving time, travel, and money. The permanent implementation of this team has been very successful, with 95% of all incidents escalated to this team being resolved in a few days. The workload requiring

technicians to travel on-site to physical agency locations has been reduced by 48% and wait times for customer support incident tickets have been reduced by over 100 hours.

Dorothea Dix Psychiatric Center Major Wireless Upgrade. The MaineIT Network Services team focused on a major wireless upgrade at the Dorothea Dix Psychiatric Center (DDPC) hospital campus in Bangor, including the medical, treatment, and administrative offices. The upgrade included the addition of over 270 wireless access points, a dozen new telecommunications closets, and required close collaboration and regular communication between MaineIT, DDPC, and multiple outside vendors. In June 2023, the project was successfully completed, nearly four weeks ahead of schedule, and with a cost savings of \$285,000. Medical staff can now access medical records and other vital services from anywhere within the DDPC facility, paving the way for future safety and patient services. The MaineIT Network Services team who supported this large effort was recognized for their work, receiving the DAFS Teamwork Award of the year for 2023 at the annual DAFS Employee Recognition event in September.

"Thank you for an extremely successful project! ...the team they had working here were exceptional to work with and I can't express how thankful I am at the level of dedication, professionalism, and teamwork they exhibited on a daily basis."

- A Dorothea Dix Psychiatric Center Representative

Information Technology Service Management (ITSM). Since 2019, MaineIT has been working to contract, build, and implement a new enterprise ticketing application to replace the legacy Footprints system. In May 2023, the first rollout of AssystNet went live for users to create and facilitate service/incident tickets with MaineIT. The Assyst application is compliant with Information Technology Infrastructure Library (ITIL) best practices. Once all project phases are complete, Assyst will facilitate the full spectrum of IT service, incident, catalog, knowledge, change, and asset management requests between State users and MaineIT. With the first rollout phase of the project successfully implemented and established in the State of Maine environment, the ITSM project team is moving to the second and third phases, for release in 2024.



In 2023, MaineIT resolved

106,282

customer support tickets through Footprints and Assyst.

Hardware Refresh Project. MaineIT has continued to make significant progress on our Hardware Refresh Project, which we began implementing, with support from the Legislature, in 2022. Through this new laptop refresh cycle, user devices are proactively replaced every four years, rather than every five years, at no increase to the hardware rate for agencies. This ensures that laptops are being replaced when the device has reached its technical end of life, rather than after it has died leaving the users technically stranded until a replacement can be provisioned and configured. Through our laptop refresh initiative, nearly 5,000 outdated devices have been removed from the State of Maine environment, eliminating critical security vulnerabilities, and ensuring that the State of Maine device fleet can support the upcoming Windows 11 project (anticipated in 2025). Shortening the lifetime of devices ensures that all users are working from high performing, modern, and security compliant machines now and into the future.

AutoPilot. In conjunction with the Hardware Refresh Project, MaineIT has developed and implemented the AutoPilot program to empower agency users with setting up their new laptops and devices quickly and easily, on their own time and at their own location. AutoPilot employs a user defined deployment procedure. With this procedure, new laptops, and all other necessary hardware components, are delivered directly to end users at their work location, ready to be set up. Using the resources MaineIT has created specifically to support the Hardware Refresh and AutoPilot efforts, users are afforded the opportunity to set up, transition work to, and get familiar with their new device in their own time, before turning their old device back in for wiping and disposal. To ensure that users have the support needed, MaineIT has developed several resources including, complete step-by-step instructions, Q&As, demonstration videos, and a dedicated Project Help Desk staffed every weekday with people trained specifically to help with setting up new laptops. MaineIT's AutoPilot effort has enabled the Hardware Refresh Project (discussed above) to move forward nearly seamlessly for agency users.

Predictive Analysis for Device Performance. In 2023, MaineIT invested in a predictive analysis application to centrally manage devices and gain insights necessary to identify and proactively resolve issues before they impact user devices and productivity. The

cloud-based application provides MaineIT with a telemetry and analytics platform which aggregates data from the devices and applications in our fleet, and uses insights gained from this data to predict and resolve issues before users are ever aware of their existence.

Digital Accessibility

In this age of digital transformation, it is crucial that our digital information and services are accessible to everyone, and that the entire State of Maine workforce is empowered to serve members of the public and their coworkers. This includes people with disabilities, who make up approximately 16% of Maine's population. In 2023, MaineIT made significant progress in our journey to make the State's digital information and services accessible to the broadest possible audience. Below are key achievements from our strategic initiative to build and sustain digital accessibility maturity across ten key organizational dimensions.

Accomplishments

Increased Digital Accessibility Awareness. Effective and regular communication is essential to develop and sustain awareness of the importance of ensuring digital accessibility for all. Over the past year we included digital accessibility content in every internal MaineIT newsletter, reviewed and sustained our digital accessibility awareness and education plan, presented digital accessibility topics at multiple forums, and updated resources in our [accessibility training page](#) and our [accessibility guide](#).

Strengthened Partnerships. In 2023, we continued to build upon our long-term partnership with the Information Technology Accessibility Committee (ITAC). Through this advisory group, which includes both community and state members, we have fostered vital relationships with individuals who have a vast array of knowledge and a vested interest in digital accessibility. Key ITAC input was incorporated in multiple strategic areas including digital accessibility awareness, education, and testing.

Goals Moving Forward

Nurture Our Digital Accessibility Culture. Requests for accessibility guidance again significantly increased over the prior year, as the importance of digital accessibility has become more widely understood organizationally. To sustain momentum, MaineIT will concentrate our strategic efforts on governance, communication, policy, compliance, fiscal, software development, testing, documentation, procurement, and training.

Promote Multi-State Digital Accessibility Collaboration. The Maine-initiated Multi-State Digital Accessibility Collaborative expanded to seventeen states in 2023. MaineIT

anticipates additional growth as we continue to engage in and gain visibility through additional forums including the National Association of State Chief Information Officers (NASCIO). We will continue to leverage this important collaborative to share digital accessibility information, identify best practices, and increase consistency between states.

Finance

IT Finance is an example of one of our areas of shared partnership. The DAFS Service Center provides MaineIT with dedicated vital financial business services in areas including rate setting, budgeting, processing invoices, and providing financial support. In 2023, MaineIT continued to make strides toward solid fiscal stewardship, remediate shortfalls, meet agency billing needs, and, with assistance from the Legislature, address critical areas needing additional investment.

Accomplishments

Re-established Monthly Billing Meetings. As part of our efforts to support agencies with the billing process, MaineIT re-established the monthly billing meetings with all agency members who access and review MaineIT monthly billing statements. These monthly sessions, which were historically unproductive, were reformatted to be more valuable, to help bring clarity and transparency to our billing structure, and to identify and eliminate pain points with our billing process. MaineIT has received positive feedback and outcomes through our new format and approach. As one outcome of these meetings, we have combined Copy Center billing within our monthly bills to reduce the workload for agencies and bring consistency to all MaineIT bills.

Leveraged MJRP to Support Strategic Direction. MaineIT leveraged funding through the Maine Jobs and Recovery Plan (MJRP) to support our strategic direction, strengthen our infrastructure, implement cloud efforts, and enhance our Cybersecurity program. By the close of 2023, MaineIT had obligated \$17,939,159 in funding under MJRP. Of this funding, 47% is being used to support cybersecurity efforts, 47% is being used to improve and modernize digital technology, and 6% is being used to enhance remote work capabilities, all with the goal to better secure and deliver digital services to State agencies and Maine residents.

Increased Cybersecurity Budget. In 2023, the MaineIT Cybersecurity Program received a notable boost in financial support from the Maine State Legislature, reflecting the growing importance of cybersecurity in protecting state systems and data. As a result, the portion of the MaineIT budget dedicated to cybersecurity increased from 8.46% in Fiscal Year 2022 to 13.53% in Fiscal Year 2023. This rise signifies a strategic prioritization of both overall and perimeter security within Maine's total IT expenditures – which

include all MaineIT purchases as well as technology costs reimbursed by individual agencies. The additional funding underscores Maine's commitment to safeguarding its digital infrastructure in an increasingly complex cybersecurity environment.

Hybrid-Cloud

A hybrid-cloud environment combines on-premises assets with cloud technology. MaineIT's hybrid-cloud initiative is aimed at modernizing our legacy hosting environments, which have historically resided solely in on-premises data centers. Cloud offerings provide the sustainable hosting foundation necessary to support new applications and modernization efforts. Through a hybrid-cloud approach, the State will realize significant flexibility and value from security, service delivery, integration, and data recovery perspectives.

Accomplishments

Created Cloud Center of Excellence. In December of 2022, MaineIT hired a Cloud Center of Excellence (CCOE) Director to partner with all MaineIT teams to plan and execute a roadmap that will drive the adoption of cloud infrastructure and technologies for the State of Maine. The CCOE represents a key cornerstone in our strategic organizational shift, responsible for setting and developing governance, policies, and cloud readiness criteria as we modernize to our hybrid-cloud model. In 2023, we began working toward our community of practice, dedicated to bringing the State of Maine from where we are today to our future in the cloud. This effort included working with both MaineIT teams as well as experts in the field to help shape and guide our decision-making around how we get to the cloud, and what that looks like for the State of Maine. The CCOE initiative is one example of a significant effort that was implemented through funding received from the Maine Jobs and Recovery Plan.

Cloud Connectivity Project. In 2023, as one aspect of our cloud initiative under the CCOE, MaineIT finalized our strategy, including identifying the design, services, and hardware needs necessary to secure dedicated cloud connectivity to all the major cloud providers. Once implemented, this dedicated connectivity will reduce latency between the State of Maine and our new cloud-based data centers, regardless of the cloud hosting provider. At the close of 2023, MaineIT was working to finalize the contract with the vendor, with a targeted go-live date being set for Quarter 1 of 2024.

Azure Landing Zone. Microsoft Azure is one of the major cloud providers MaineIT has contracted with to provide services to support State of Maine applications migrating to the cloud. In 2023, MaineIT worked to set up our Azure environment to model an enterprise offering. Providing an enterprise-level platform ensures consistency in

governance, policy, and services to support our strategic direction for hybrid-cloud modernization.

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) provides a comprehensive set of services targeted at assisting Executive Branch agencies with planning, preparing, and executing projects and initiatives critical to reaching their strategic objectives.

While the EPMO can, and does, manage many individual projects, the focus in 2023 was to create a program that would allow agencies to manage their many priorities using portfolio management. Portfolio management provides a strategic and holistic approach to managing arrays of projects toward specific agency objectives. By adopting a portfolio management approach agencies can track, visualize, and prioritize agency-wide efforts and ultimately invest State resources into projects that have the most impact in achieving the State's strategic outcomes.

In 2023 the EPMO, in partnership with MaineIT, completed the pilot of our portfolio management program. Throughout 2024 we will be offering the program to other Executive Branch agencies, with plans to begin transitioning DAFS into the program by early 2024.

This new portfolio management program will join our array of other services which provide independent oversight using nationally recognized best practices. Delivered via transformation, portfolio, and project management, our collection of services include initiation, strategic planning, portfolio management, project delivery, independent validation and verification, and change management.

Accomplishments and Goals

Completing the transition to Enterprise Project Management. 2023 has been a year with major changes at the EPMO. The long-term vision has been to expand the focus of the EPMO beyond managing only technology projects and to apply the frameworks to the entire State government enterprise.

Between 2020 and 2022, along with managing many technology projects, the office developed and tested the models and methods to manage **any** program improvement project or initiative successfully. At the beginning of 2023, the EPMO officially expanded its services to include all non-construction projects and became an independent office as part of DAFS.

As we listened to our partners in preparation for this transition, we learned that choosing the best project was as important as doing a project in the best way. Agency leaders wanted more transparency, deeper insights, and more control over the process of choosing which projects to take on each year. In response the EPMO developed a

decision-making framework to investigate, score, and present the merits and challenges of projects competing for the same resources. This framework is now part of our portfolio management service.

Other highlights from 2023:

- Added Independent Validation and Verification as a standard service offering.
- Integrated our “Needs Analysis” and “RFP Development” stand-alone services into the Project Management Lifecycle.
- Added Business Process Optimization as a standard service offering.
- The EPMO has prioritized building and developing our in-house workforce with State Employees. In the fall, four new State Project Manager positions became available, and we are working to get those positions filled.

New Services in Development for 2024:

- Technology Contract Negotiation Facilitation.
- Strategic Planning Facilitation and Prioritization Modeling.



Security

MaineIT is committed to ensuring the security of State of Maine information assets. As threats become more sophisticated, it is vital that we continue adapting to proactively counter those threats. In 2023, MaineIT made significant progress in strengthening our IT security posture to protect Maine State assets. This work encompassed several significant initiatives within not only State government but also local governments and municipalities throughout Maine as well as on the Federal level. We aim to further enhance our architectural, structural, and security improvements while providing support throughout Maine to strengthen the entire government security posture regardless of division, branch, or jurisdiction.

Strengthening Partnerships and Collaboration

Shields Up Maine! The Chief Information Security Officer (CISO) shared his expertise as part of the Department of Education 'Shields Up Maine! pilot program. The program currently consists of 12 participants representing 10 school systems from across the state. The 30-minute discussion focused on government and cybersecurity best practices in State government.

FBI Chief Information Security Officer CISO Academy. The CISO was invited to and attended an exclusive event hosted by the FBI Cyber Division. CISO Academy brings together private sector CISOs from key industries to have a candid dialogue about how the government and private sector can work together to combat the growing threat of cyber-attacks. CISO Academy offered several sessions related to cyber investigations, public-private partnership opportunities, and technical tools and techniques used by the FBI to impose risks and consequences against our adversaries and defeat cyber threats. The CISO Academy sessions also offered attendees insight into how the FBI responds to cyber incidents, as well the opportunity to work through an intrusion using case studies led by FBI personnel.

White House Meeting – National Cybersecurity Strategy. The CISO attended the National Governors Association meeting in March of 2023, for an informal discussion with the Deputy National Security Adviser for Cyber and Emerging Technology (White House National Security Council (NSC)). The NSC requested participation to inform participants of the [National Cybersecurity Strategy](#) which was published in March of 2023. The State of Maine CISO was among a dozen state officials, including Governor advisers and state CISOs, who were nominated by the National Governors Association to join this hour-long call. The NSC wished to solicit input regarding obstacles to strengthening critical infrastructure security (including from a public utility commission perspective), the effectiveness of federal programs like the Bipartisan Infrastructure Law (BIL), and remaining capability gaps.

Cybersecurity Policy Advisors Network. The [Cybersecurity Policy Advisors Network](#) (CPAN) serves as a forum for Governors' advisors and state chief information security officers to share ideas and troubleshoot challenges with colleagues from other states, connect advisors with valuable resources and materials, and provide opportunities to hear from subject-matter experts via periodic calls, webinars and workshops. Members of the network are identified by Governors' offices to speak to their Governor's cybersecurity priorities.

More than 90 participants, including 39 state representatives from at least 28 states and the District of Columbia, attended this event. Outcomes from the convening included:

- Creating and enhancing relationships between members of the Cybersecurity Policy Advisors Network;
- Building knowledge and expertise in a variety of cybersecurity areas;
- Sharing challenges and lessons learned with peers across the country;
- Identifying opportunities for future intrastate and interstate collaboration;
- Fostering public and private partnerships; and
- Discussing gubernatorial priorities in the area of cybersecurity.

Featured speakers included the Deputy National Cyber Director of the Office of the National Cyber Director, Deputy Director of the Department of Energy's Cybersecurity, Energy Security, and Emergency Response (CESER) office, and Chief of the Applied Cybersecurity Division, at the National Institute for Standards and Technology (NIST). The convening included several discussion-based plenary sessions, as well as state-only conversations. Session topics included cyber emergency response, energy critical infrastructure defense, the development of statewide cyber strategies, the NIST Cybersecurity Framework, artificial intelligence, data privacy, the role of the state chief privacy officer, state agency fraud detection, and others.

SecureMaine Conference 2023. As part of our efforts to reach out to the local community, the Information Security Office participated in the first ever SecureMaine Conference in Portland, Maine. The inaugural annual SecureMaine Conference was organized by SecureMaine, a non-profit 501(c)3 (formation in process). SecureMaine represents a collaboration between five initial non-profit professional bodies in the cybersecurity, physical security, and privacy areas. Attendees were persons and organizations that seek to improve their security and privacy protection.

International Visitor Leadership Program. The Information Security Office partnered with the Maine Public Utilities Commission to host a German delegation as part of the [International Visitor Leadership Program \(IVLP\)](#). The IVLP is cited as the U.S. Department of State's premier professional exchange program. Through short-term visits to the

United States, current and emerging foreign leaders in a variety of fields experienced this country firsthand and cultivated lasting relationships with their American counterparts. Professional meetings reflect the participants' professional interests and support the foreign policy goals of the United States. This engagement included representatives of German homeland security, defense, national and state law enforcement agencies, and private and public cybersecurity agencies. Topics included implementation of state and national level cybersecurity initiatives as well as progress with artificial intelligence. The session was well received by the participants and contributed to a positive influence on national diplomatic relations.

National Recognized Cybersecurity Organization Appointments

State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC)

Appointment. In support of national information security efforts, the State of Maine Chief Information Security Officer (CISO) has been appointed to the State, Local, Tribal, and Territorial Government Coordinating Council ([SLTTGCC](#)). The council is a partnership between the Department of Homeland Security (DHS) and state, local, tribal, and territorial governments for the national goal of critical infrastructure protection.

The [National Infrastructure Protection Plan](#) establishes the SLTTGCC as an organization to coordinate [critical infrastructure security and resilience \(CISR\)](#) guidance and strategies across all levels of government. The SLTTGCC fully participates in the work of the Department of Homeland Security to advance the national CISR mission, including coordination with the Federal Senior Leadership Council and the owner-operator Sector Coordinating Councils.

2023 StateRAMP Committee Members. The State of Maine Deputy Chief Information Security Officer has been a member of the StateRAMP Standards and Technical Committee since November 2022. The StateRAMP President and State of Arizona Chief Information Officer, has now appointed the Deputy CISO for the State of Maine as Chair of the Committee, effective through January 30, 2025. StateRAMP's mission is to promote cybersecurity best practices through education and policy development to improve the cyber posture of public institutions and the people they serve. This is a positive addition to MaineIT's involvement in national level information technology and security forums.

Maine Cybersecurity Council Annual Information Security Report. On January 13, 2021, Governor Mills enacted Executive Order No. 25 FY20/21. This Executive Order established the State of Maine Cybersecurity Advisory Council ("Council"), with the purpose of strengthening the security and resiliency of the State's information technology (IT) infrastructure. In 2023, the Council produced its first Annual Report, which provided a comprehensive overview of the cybersecurity threat environment and

summarized key achievements and challenges. The intent of the report is to inform the Governor on key matters pertaining to cybersecurity.

Strategic Cybersecurity Actions

Governor Mills' Proclamation - Cybersecurity Awareness Month. The signing of Governor Mills [Cybersecurity Awareness Month Proclamation](#), initiated MaineIT's participation in the 'Secure Our World' campaign. Sponsored by the Cybersecurity and Infrastructure Security Agency (CISA) and the National Cybersecurity Alliance (NCA), this program allowed MaineIT to provide an increased level of security awareness to the rest of the agencies and improve their online safety. Coinciding with the weekly 'Secure Our World' newsletters was the bi-annual release of the Security Awareness and Training program to all State of Maine employees. Additionally, phishing campaigns are conducted monthly for a majority of State agencies, and those results are assessed for trends and ways to improve the security awareness training program.

MaineIT Cybersecurity Directive TikTok. In December 2022, the Federal government banned the use of TikTok and the TikTok application, services, and equipment from all Federal communication devices. Following this move, MaineIT launched a thorough assessment of products and services that may pose a significant risk to the State's network infrastructure, including the sensitive and confidential data that we are entrusted to protect for our constituents. As a result of this assessment, in January 2023 MaineIT directed that all Executive Branch State employees [remove TikTok accounts and the TikTok application](#) from all Executive Branch State-owned devices or Bring Your Own Device (BYOD) mobile devices that connect to the State's network, effective immediately.

MaineIT Responsible Artificial Intelligence (AI) Framework. On June 21, 2023, MaineIT issued a Cybersecurity Directive establishing a six-month moratorium on the adoption and use of Generative Artificial Intelligence (AI) across all State of Maine operations and on any devices connected to the State's network. This directive responds to the rapidly evolving cyber threat landscape that poses significant risks to the security of our network infrastructure and the sensitive, confidential data we are entrusted to protect. The unique security and privacy concerns associated with the rise in generative AI necessitate the pause while MaineIT conducts a thorough risk assessment. Additionally, a task force has been established to develop governance for the responsible adoption of AI, which will include creating a framework, implementing policy oversight, and instituting risk management practices.

Information Security Risk Management Program. The Information Security Office has started to establish a risk management capability by hiring an Information Security Risk

Management Officer. This position ultimately assesses risk, including the likelihood and magnitude of harm that could occur from the unauthorized access, use, disclosure, disruption, modification, or destruction of the State's information technology systems and the information assets that are processed, stored, or transmitted on the State's information technology systems. With this position filled, the Information Security Office leveraged the support of a third-party security vendor to assist this individual in developing a comprehensive strategy to manage risk to organizational operations and assets, individuals, other organizations, and the State associated with the operation and use of the State's information technology systems and information assets. While additional resources and ongoing support will be needed to bring risk management operations to a full operational capability, MaineIT has made great initial strides to establish this essential capability.

State and Local Cybersecurity Grant Program (SLCGP). This historic cybersecurity grant program is designed for state, local, and territorial (SLT) governments across the country to address cybersecurity risks and threats to information systems owned or operated by – or on behalf of – SLT governments and Tribal governments. Maine's SLCGP Planning Committee (Committee) was established as the whole-of-state entity responsible for supporting the implementation of this novel grant program. As a result of the Committee's work, the State was able to leverage unprecedented federal funds to strengthen cybersecurity at the state and local level.

To date, MaineIT has created and published **25**
NIST Policies containing over **175** controls and
174 control enhancements.



Notable and Noteworthy: Additional 2023 Achievements

Over the past year, MaineIT has engaged in projects to help modernize our delivery, improve performance, align initiatives, and support State agencies in providing services to Maine residents. The below accomplishments from 2023 highlight a selection of these additional major accomplishments.

Co-Location Pilot. MaineIT's Enterprise Radio Services group has begun a Radio Equipment Co-location pilot program, beginning with the Aroostook County Sheriff's Office. The goal of this program is to develop a methodology to evaluate the viability of locations where county public safety communications equipment could operate effectively on State of Maine communications towers. Where successful, this effort would be a cost-effective way to improve Public Safety communications in rural areas by sharing infrastructure instead of new construction. An application procedure has been established and beta testing with the Aroostook County Sheriff's Office is underway.

Decommissioning Legacy Assets. In alignment with MaineIT's hybrid-cloud and modernization efforts, and as more projects begin to deploy services to our cloud environments, MaineIT is beginning the process to decommission and modernize several legacy server assets. In 2023, MaineIT:

- Retired and/or decommissioned several physical Windows Server 2012 systems which have reached end of life for support.
- Replaced all Windows Server 2008 Internet Information Services (IIS) Shared Servers with Windows Server 2019 versions.
- Upgraded both internal and external gateway servers from Windows Server 2012 to Windows Server 2022.
- Decommissioned all the on-premises SharePoint servers.
- Decommissioned all SQL Server 2008 servers and databases.
- Migrated most of the 2012 databases to newer platforms.
- Developed multiple automated and streamlined solutions to accelerate the creation of new instances, databases, and other manual processes.

Department of Public Safety Data Center Upgrade. The MaineIT Network Services team completed a major upgrade for the Department of Public Safety (DPS) Data Center. The upgrade included completing major hardware updates to the Network core as well as installing next generation security firewalls. As a result of this effort, the performance capabilities for DPS have drastically increased.

Digital Experience Survey Award Finalist. In September, MaineIT was recognized as one of the 2023 Government Experience Overall Finalists by the Center for Digital Government. The Government Experience awards recognize the achievements of states, cities, and counties that have raised the bar on the experience of government services to create a better engaged constituency and a more responsive government. Maine was one of five recognized finalists in addition to the 1st through 5th place winners.



DocuWare Migration Project. DocuWare was identified by MaineIT as the replacement solution for Fortis, the State's existing document imaging system. Replacing Fortis with DocuWare provides additional functionality to allow the State of Maine to further streamline existing processes, allowing for use to expand into other areas. The DocuWare migration project was fully completed in March 2023, one month ahead of schedule, allowing MaineIT to fully decommission the Fortis system. In November 2023, MaineIT upgraded to the latest DocuWare version to address the need for enhancements to provide the best and most streamlined service for all State of Maine agencies using the document imaging system.

International Data Corporation Smart Cities Award Finalist. In May, the State of Maine was named as a finalist for the 2023 International Data Corporation (IDC) Government Smart Cities North America Awards. As a named finalist for these awards, the State of Maine is among the cities, states, counties, and universities who were recognized for their forward-thinking approach and progress in leveraging technology and innovation to offer new services and opportunities for residents, visitors, and businesses.

IT-PRO Microsoft Dynamics Application Rollout. In January 2023, the IT Procurement team implemented a new procurement request tracking system, IT-PRO. The new system, built on the Microsoft Dynamics platform, provides a systematic tool for entering, tracking, and reviewing agency requests for procurement-related documents containing IT components. The IT-PRO platform provides a single location where agency members and MaineIT can collaborate in real time on technology contracts, technology solicitations (RFPs, RFQs, RFIs, etc.), Master Agreements for technology services, and Data Sharing agreements. Since rolling out the new system in January, 344

Contracts/Amendments and 65 solicitations (RFPs, RFQs, RFIs, etc.) have been successfully processed through the system.

Modular-Based UpFit Project. In the beginning of 2023, the MaineIT Radio Operations team was faced with a large backlog of vehicles in the UpFit queue needing to be equipped for service. With the massive backlog only growing, change was necessary. The entire Radio Operations UpFit team reevaluated the vehicle equipping process and developed a new modular-based UpFit process. By working together, this new process has been incredibly successful. In under three months' time, in partnership with our telecommunications contractor, the backlog of close to 30 vehicles was eliminated. With the backlog now successfully cleared, all vehicles needing to be equipped with radio equipment can be taken from request to completion in one smooth and timely process.

Radio Communications Interoperability. The MaineIT Radio Operations team finalized a Memorandum of Understanding (MOU) with the New Brunswick Province in Canada. The MOU outlines the responsibilities of both Maine and New Brunswick with regards to the formalization of radio communications interoperability. Once established, this interoperability will allow both Maine and New Brunswick emergency response agencies to talk to and exchange voice and data information with one another, on-demand, and in real time, through radio and communication systems.

Securing State of Maine Email. Over the last year, MaineIT has worked with a vendor to ensure that all emails being sent from the @maine.gov domain are properly authenticated and secure. Properly authenticating and securing emails ensures that more legitimate mail is delivered to State employee inboxes, messages legitimately sent on behalf of @maine.gov are delivered and not categorized as spam by recipients, and that bad actors attempting to send emails from @maine.gov without permission are far less likely to be successful. Our efforts to implement a secure and authenticated email system were completed in November 2023. As a result of our efforts, 97% of emails being sent from the @maine.gov domain are now secured, a drastic increase from where we began, with only 1% of @maine.gov emails being secured.

SkillBridge Co-Op Candidates Department of Defense Internships. Over the last year, MaineIT has been exploring additional avenues to feed our IT talent pipeline. One pathway that we identified to support this initiative was the Department of Defense (DoD) SkillBridge program, which MaineIT became an official partner with in early 2023. The DOD SkillBridge program provides military service members with the opportunity to gain valuable civilian work experience. The program is designed to provide specific industry training and on the job experience during the last 180 days of military service. Through this program, MaineIT has successfully onboarded three service members

supporting our Network and IT Security operations. With the success we have seen from this program to date, this is an avenue that we plan to continue to pursue throughout 2024.

Statewide Longitudinal Data System Federal Review and Site Evaluation. The Statewide Longitudinal Data System (SLDS) supports the Department of Education (DOE) Whole Student Approach by providing districts, schools, and teachers with access to historical student data including assessments, attendance, enrollment, courses, and grades. This data helps school officials to make informed, data-driven decisions to improve student learning. During the summer of 2023, several MaineIT teams including the DOE Application team and the Enterprise Security team, supported the DOE with responding to the requirements of a Federal Audit and site evaluation of the SLDS. The strong coordination and collaboration among the MaineIT teams and DOE when responding to Federal Auditors resulted in a very successful Federal review and site evaluation.

"Your feedback is immensely valuable to the trajectory of our project, and we are so glad that you were able to join us at the table for these conversations! Our Federal Monitoring Team was very impressed by your turnout for this effort and also asked that we extend their thanks and appreciation for your support of our work together on the SLDS program."

- A member of the Department of Education on MaineIT's support for the Federal Review

Technical Assessment Pilot Project. IT Procurement, in collaboration with MaineIT and the Division of Procurement Services, launched a technical assessment pilot project with the goal of better soliciting technology proposals from bidders in response to agency RFPs. As part of this pilot, the RFP template was modified to include technology requirements and add an additional bidder response form, the Technical Assessment Form. The Technical Assessment Form asks specific technology questions requiring detailed responses from the proposing bidder. These responses are compiled and given to a MaineIT technical assessment team for evaluation. Recommendations from the MaineIT technical assessment team are given to the RFP evaluation team to consider along with the program requirements when scoring IT bid proposals. Through this updated process, MaineIT aims to provide more confident technology evaluations that can be leveraged to best evaluate bidder proposals for IT solutions.

IT Policies and Procedures: 2023 Accomplishments

The Architecture and Policy team, as one primary responsibility, develops IT and IT security policies for the State of Maine. Our IT policies aim to ensure the technology adopted and used within the State meets the technical, compliance, and accessibility

requirements to align with our architecture principles and IT security posture. In collaboration with key stakeholders and the Information Security Office, we continue to align our IT security policies with the National Institute of Standards and Technology (NIST) framework. As the U.S. Government IT Security framework, NIST serves as the formal guidance to manage cybersecurity risks, strengthen security operations, comply with regulatory requirements, and implement and maintain security management practices and programs. Additionally, the ever-changing technology landscape makes it critical to review and update all published policies on a routine basis to remain compliant with current standards and practices. The list below provides a selection of the major policy accomplishments that align with the NIST framework.

New NIST Policies Published in 2023

- **Personnel Security Policy and Procedures (PS-1).** Documents the policy and procedures for screening and accessing the State's information technology assets. The policy covers topics such as onboarding, termination, other-party personnel, etc.
- **Systems and Communications Protection Policy and Procedures for Encryption Mechanisms (SC-12, 13, and 17).** Outlines certain aspects of how information systems and communications are protected through encryption and cryptography.
- **Audit and Accountability Policy and Procedures (AU-1).** Specifies the policy and procedures to ensure that appropriate audit and accountability mechanisms are in place for user access to State of Maine information assets.

NIST Policies Substantially Updated in 2023

- **Identification and Authentication Policy (IA-1).** Outlines the procedures to ensure that appropriate identification and authentication methods are instituted across Maine State information assets.
- **Physical and Environmental Protection (PE-1).** Outlines the security controls around physical protection of information assets, including in data centers and MaineIT headquarters.
- **Access Control Policy and Procedures (AC-1 and AC-2).** Documents State of Maine procedures for implementing and maintaining appropriate access controls for State information assets.

Thank you

As I reflect on our achievements in 2023, I feel a deep sense of pride in what the MaineIT team has achieved. We have met our goals and navigated challenges together, all while ensuring we provide exceptional IT services.

I extend my sincere gratitude to Maine State leadership for their ongoing support, which allows us to pursue our mission of delivering innovative, modern, and secure information technology services. In times of difficulty, our State has come together demonstrating our unwavering commitment to serving the people of Maine.

As we look to the future, we will continue to grow and modernize our technology framework to keep pace with the ever-evolving landscape. We are excited to continue adapting and enhancing our IT strategy, ensuring our services are safer, more effective, and more accessible. Together, we will keep striving to meet the needs of the residents of Maine.

A handwritten signature in black ink, appearing to read 'Nicholas Marquis', with a stylized, flowing script.

Nicholas Marquis
Acting Chief Information Officer

