



**State of Maryland  
Information Technology  
Master Plan**

**Fiscal Year 2013**

**August 2011**

## EXECUTIVE SUMMARY

While a sustained economic recovery struggles to gain a foothold up from the worst recession in nearly a hundred years, three phenomena are accepted as almost certain. One, Governor O'Malley and his administration have responded to the daunting fiscal challenge by responsibly reducing State budgets by nearly \$6 billion, while preserving priorities such as protecting Maryland's families and small businesses, fostering conditions for economic growth by creating and saving jobs, and charting progress on primacies like public education, college affordability, health care, public safety and the environment. Two, the "right choices" being made by the O'Malley-Brown Administration have resulted in national prominence in areas such as the State's continued maintenance of its Triple-A Bond Rating, its number one ranking school system, and its other government and industry-acclaimed job-creating, economy-stimulating initiatives ranging from bio-technology to cyber-security to energy conservation. Three, Fiscal Year 2013 (FY13) initiatives will be another challenging period, as government budgets will see little immediate relief in the face of the dwindling federal ARRA program, the unknown effects or reactions to a burgeoning federal deficit and a growing pent-up demand for infrastructure investments derived from continuous deferral tactics. The good news is that the State of Maryland is faring better than many other states and is poised to recover more quickly from the recessionary pressures.

Despite the economic pressures, the State's information technology (IT) engine continues to churn. During the previous year, numerous projects completed successfully, with others hitting targeted major milestones. The nature of these projects covered several Governor-priority areas, including enhanced public safety, efficient government operations and improved constituent interaction. State government will continue to leverage IT, to the maximum extent possible, in direct support of the priorities, goals and objectives of the administration. Practically speaking, only the most critical projects will continue or be initiated; less significant projects will potentially be subject to slowing, postponement or complete defunding.

The nature of this IT master plan (ITMP) is that it readily accommodates adjustment to the dynamic changes in the State's business, economic and constituent environments. The key is that the strategic plan is constructed upon core fundamental principles that are common and beneficial to all agencies, regardless of specific lines of business. Again this year, IT projects will seek to drive optimized business processes, standardize on applications and platforms, centrally share common services, and pool resources, both human and technical, required to specify, procure, implement and operate technology systems. Agencies will tend to develop and implement together in order to experience high degrees of synergy, cost savings, and redundancy; not only from a pure IT consideration, but from an operational perspective as well.

For FY13, the ITMP will not deviate from its three perpetual objectives of consolidation, interoperability and standardization. As demonstrated over the past several years, these core objectives provide a solid foundation upon which to build successful IT systems that meet the needs of State agencies and their customers. Furthermore, these objectives strive to promote inter-agency collaboration and, in the upcoming fiscal year, it is predicted that major IT projects will exhibit the highest level of multi-agency partnerships witnessed in recent memory. The combination of a demanding yet supportive Governor and executive administration, a guiding Legislature, ingenious and creative commercial partners, dedicated and talented staff, and this clear and foundational ITMP comprise the required elements to move forward in FY13 to allow technology to serve as one of state government's most coveted tools for enabling agencies to protect and serve citizens during these portentous days upon us and a much more affable period which is destined to follow.

## RECENT ACCOMPLISHMENTS

The following are examples of the numerous IT accomplishments across the State. Full details of agency accomplishments appear in each agency's specific IT Master Plan.

Governor O'Malley is dedicated to improving Maryland's business environment by streamlining business processes, simplifying regulations and improving communications. Introduced recently, the multi-agency initiative, **Maryland Made Easy**, is a web-based portal for businesses to access news and information relevant to doing business in Maryland. Included in the first phase was the development of an online application for **FastTrack**, an effort to expedite State review of qualifying development projects to promote economic development, job creation, and smart growth. Development projects selected for FastTrack undergo a comprehensive review to identify all State permitting and approval issues early in the development. FastTrack is wizard-based with an interactive map to help business's identify if their development is within a growth area that qualifies for the FastTrack program. Maryland Made Easy is a multi-phased project that will continue to draw upon the resources of multiple agencies.

**MD RISE** is a coordinated effort between the Department of Human Resources (DHR) and the Department of Labor, Licensing and Regulation (DLLR) to provide in-depth career assessment and employment training so that Reaching Independence and Stability through Employment (RISE) participants can find jobs that have genuine career opportunities. The ultimate goal for each RISE participant is a life free of government support, resulting in true financial independence. Benefits include additional detailed information for analysis to support DHR's federal work participation rates.

The Deficit Reduction Act of 2005 requires that individuals receiving Temporary Assistance for Needy Families (TANF) benefits participate in specific work related activities. States have used various methods for improving the ability of individuals to seek, gain, and maintain employment. In order to assist localities in their employment assessment and placement activities, the Federal Office of Family Assistance (OFA) developed the **Online Work Readiness Assessment (OWRA)** as a comprehensive and targeted online resource to improve the assessment of TANF participants. OFA envisions OWRA as a major step to promote strong family bonds, increase employment, and improve self-sufficiency among the most vulnerable populations participating in TANF program. To help meet these objectives and ensure successful local replication, OWRA has been developed in partnership with States, Tribes, and County TANF administrators to ensure a more seamless and effective delivery of services to TANF participants, low-income, and working individuals. Benefits include allowing DHR to make better matches to appropriate work activities up-front for clients, which increases the work participation rates.

Availability and access of information to Maryland residents is of paramount importance to the O'Malley-Brown Administration. As Internet-based communication channels proliferate, so must the State's ability to use these channels to provide information needed by Marylanders and those considering moving to or doing business in the State. Many State agencies continued to build their web offerings this year.

- DLLR launched the [Maryland Workforce Exchange](#) website in September 2010 to provide central access to all job search websites and job postings in the State.
- In December 2010, the Maryland Department of Aging launched the [Maryland AccessPoint](#) (MAP) website. MAP is part of an ongoing program of providing streamlined access to information on long-term support and services to help older adults, persons with disabilities, and their caregivers.

- Maryland was a winner in the Government-to-Business category for [ChooseMaryland.org](http://ChooseMaryland.org) as part of the [2010 Center for Digital Government's Digital Government Achievement Awards](#). Maryland received 3<sup>rd</sup> Place in the Adaptive Leadership category and an overall grade B. The results reflect a State that is “trending up with demonstrated results in many categories. Leadership using modernization to change entrenched practices to prepare for more sustainable operations.”
- The Governor's Grants Office implemented new features that include centralized access to all [grants](#) published by State agencies, as well as an email notification feature.
- DoIT expanded the [Maryland Funding Accountability and Transparency](#) website to include loan payments and reflect payments and grants data for FY10.
- The Governor's Office published various social media websites, including a budget discussion blog, [Governor's blog](#) and [picture gallery profiling ARRA projects](#).
- DoIT partnered with MDOT and the Multi-State Information Sharing and Analysis Center (MS-ISAC) to provide statewide training for web application developers on cyber security threat prevention, protection, and response. The 3-day class for web developers specifically addressed ways to mitigate security vulnerabilities in the development of online services.
- Building on earlier successes, [MD iMap](#) expanded to provide citizens, businesses and State agencies access to over 20 interactive maps, ranging from [Growth Print](#) and [Plan Maryland](#) to [Housing Mapper](#). In addition, there are over 351 separate databases in the system that are available to any user with Geographic Information Systems (GIS) software or any map created using MD iMap services. Some of these databases have over 2 million points or are made up of 50,000 tiles of high-resolution imagery. MD iMap will receive significant software upgrades in the Fall of 2011 to further provide performance and functionality improvements.

The Maryland Institute for Emergency Medical Service Systems (MIEMSS) deployed the electronic Maryland EMS Data System (**eMEDS**) in February 2011. eMEDS is a state-of-the-art patient care reporting system allowing emergency care providers to rapidly enter patient data via a user friendly interface and is available both on the web and using a client-based version. The system meets both the Maryland and the National EMS Information System (NEMSIS) data reporting requirements. eMEDS is licensed for statewide use and available free of charge to commercial-based and jurisdiction-based Emergency Medical Services Operating Programs (EMSOPs). The system operates in real-time permitting EMSOPs, hospitals and MIEMSS to capture, view, and analyze patient care data as soon as the report is completed. Features of eMEDS include canned and ad-hoc reporting, extensive analytic capabilities and integrated mapping. MIEMSS is collaborating with the jurisdiction-based EMSOPs to connect their 911 computer aided dispatch (CAD) systems to eMEDS to reduce data entry time and improve data accuracy.

Maryland negotiated an Enterprise License Agreement (ELA) with the Environmental Systems Research Institute (Esri), which will provide widespread GIS software use and support across State agencies. The major cost benefit of the ELA is its offer of unlimited usage of Esri mainstream software products, upgrades, maintenance and support for a fixed price. The advantages of the ELA are numerous: lower unit cost of Esri software; fixed predictable overall costs over the life of the agreement; flexibility to deploy Esri software products when and where needed; streamlined procurement processes; increased leverage for achieving statewide GIS standards and interoperability; offer of GIS to agencies that may otherwise not be able to afford to implement; and, the continuous support of the geospatial data and mapping requirements

driven by agency and administration initiatives. There are 56 State agencies and entities named in the Esri ELA, with the option to add others.

A key system in the Governors security integration initiative, the **Criminal Justice Dashboard** provides a single point of access for criminal justice professionals to get information from almost 100 disparate databases throughout the State and the District of Columbia. This enables law enforcement officials to do a number of things at their desk or even in their patrol cars, such as:

- Map the home address of local probationers to learn why they are on probation;
- Find out if someone had a protective order, open warrant or even if they have had a car registered;
- Get immediate access to motor vehicle photos or photos taken when subjects were arrested; and
- Learn whether or not there is DNA on file

The Criminal Justice Dashboard experiences an astonishing 35,000 queries every day from Maryland law enforcement. It has propagated efficient and effective public safety information sharing and in turn made our state a safer place in which to live.

The Motor Vehicle Administration (MVA) implemented a new generation of **self-service kiosks** and updated the [eMVA Home Store](#). The newly redesigned kiosks now accept payment by cash, credit or check. The registration renewal stickers and duplicate registration cards are fulfilled directly from the kiosk. Customers may now renew their registration in less than three minutes. One new feature allows clients to enter **Emergency Contact Information** into their driving records, which thereby allows law enforcement and medical personnel to contact family members in the event of an accident. As more MVA products and services are made available through kiosks and over the Internet, fewer and fewer customers need to actually visit a “brick and mortar” MVA location.

## INTRODUCTION

The State ITMP is comprised of three perpetual objectives: **Consolidation, Interoperability and Standards**. These long-term objectives serve as the umbrella under which State agencies can plan for, develop and implement information technology initiatives across multiple funding years and even across multiple agencies. Supporting each objective are 11 strategies that agencies can use as a way to focus their IT planning efforts in congruence with the State's enterprise goals.

The FY 2013 ITMP contains examples of several of the actual initiatives that agencies will pursue, given ultimate approval and funding support. This is a representative listing only; whereas each individual agency's ITMP offers a comprehensive listing of the agency's proposed initiatives. Agencies may access full instructions for preparing and submitting agency ITMPs at <https://www.itac.state.md.us>.

Each of the example initiatives is aligned into a category that best describes its breadth. Those categories are:

**Statewide** – An initiative applicable to many or all State agencies.

**Location Specific** – An initiative that is geographically defined, such as a building, city or region and may include multiple agencies.

**Line-of-Business** – An initiative involving multiple agencies that provide similar services.

**Intra-Agency** – An initiative that is specific to a single agency.

**Inter-Agency** – An initiative that encompasses more than one agency, but is not statewide and for which line-of business and location are not essential drivers.

## OBJECTIVES AND STRATEGIES

### **Perpetual Objective I – Consolidation**

The elimination of duplicative systems to achieve economies of scale. Consolidation refers to integrating IT resources, including physical hardware, human capital, software licensing and operating systems. Consolidation can simplify the State's IT environment, enabling streamlined business processes, thereby reducing support requirements and associated costs.

#### **#1 Supporting Strategy: Platform**

Platform refers to the physical devices used for IT activities as well as the software and operating systems operating on them. The most recent trends in IT platform architecture have been toward a more centralized model. Platform consolidation refers to a variety of possible outcomes, including agencies sharing enterprise applications, streamlining or eliminating redundant systems, and virtualization, which combines many separate components onto a minimum number of physical devices. The benefits of platform consolidation include running a greener operation by reducing energy cost, operations and maintenance staff spending less time physically moving between resources requiring attention; potential for reducing the resources needed for operations and maintenance and reducing potential points of failure.

#### **#2 Supporting Strategy: Disaster Recovery (DR)**

Disaster Recovery is any activity that secures IT resources from vulnerability, such as protection from events ranging from man-made attacks to natural disasters. Initiatives range from performing regular tape back-ups of a system to having redundant operations in separate locations that would immediately failover in the event of a disruption at the primary location. The overriding benefit of a DR supporting strategy is the continuity of operations to support critical business functions after a disastrous event. Likewise, non-critical systems are backed up and can be quickly and efficiently restored in a prescribed timely manner after an event.

#### **#3 Supporting Strategy: Networks**

Networks are the “plumbing systems” that convey electronic data from one place to its intended destination. Data may be conveyed through physical cables including fiber optics or via wireless means such as radio frequency, satellite communication and cellular networks. Network consolidation includes multiple entities finding opportunities to piggyback on new or existing network infrastructure. The benefits of network consolidation are the optimization of resources, increased capacity and performance and improved security.

## **Perpetual Objective II – Interoperability**

The ability to exchange and share information across disparate systems, enabling system users to collaborate more effectively.

### **#4 Supporting Strategy: First Responder Tools**

Maryland's geography makes it perpetually susceptible to both man-made and natural disasters that can have an impact on many different scales from local to regional to worldwide. Constant availability of communication and information facilitated via technology systems is a necessity during such events. A broad range of tools and technology fall into this category, including dedicated multi-agency communication channels, computer-aided dispatch systems and portable tracking devices with real-time logistics data. This strategy benefits all who live and work in and around Maryland, by enabling first responders to efficiently respond to and minimize the impact of emergent events.

### **#5 Supporting Strategy: Case Management**

Case management refers to information technology systems that automate an individual's movement, concurrent with all associated case data, through a business process or workflow. Cases range from those associated with offenders to those for citizens in need of State provided social services. Interoperable case management systems set the stage for unifying business processes within single or multiple partner organizations so that data associated with the individual can be shared and coordinated efficiently between stages of the process. These systems allow case managers to perform their jobs with all required data at their fingertips, thus enabling them to make the most informed decisions and provide the highest level of service.

### **#6 Supporting Strategy: Geospatial Information**

Geographical Information Systems (GIS) offer an opportunity to link existing State data to a location on a map to support any number of innovative and valuable services. It can be used, for example, to inventory State highway assets, plan and track land use, plan for natural and man-made disaster responses, provide useful data to the StateStat program, etc. The geo-spatial data is based on a combination of aerial photography and global positioning information. The cost of the aerial photography can be shared across several agencies, as well as municipal and county governments. Since the system is standards based, all levels of government and its partners can share the same data.

## **Perpetual Objective III – Standards**

The use of industry accepted and State developed best practices as the framework for deploying, operating and maintaining IT operations. Standards include data, security, hardware and software applications, and project and contract management.

### **#7 Supporting Strategy: Legacy System Risk Mitigation**

The State must apply industry best practices through continuous analysis and upgrade of its supporting IT systems – both software applications and hardware. Legacy systems are those put in place in bygone years ranging from monolithic mainframe applications to the PCs on employees' desks. Some of these systems have outlived their original operational and maintenance life cycle, yet they can be found, today, still supporting business functions that are



critical to the State's ability to provide services to its citizens. This adds considerable risk to an agency's core capability to fulfill its mission and provides little opportunity for interoperability. Also, if maintenance is available, it can be costly. By mitigating risk through modernizing legacy systems and performing routine hardware refreshes, the State has the potential to increase return on the investment by creating applications that are more quickly and cost effectively maintained, enhanced and distributed.

#### **#8 Supporting Strategy: Data Standards**

For data to be standardized, users must agree on how data is defined, formatted and represented. These standards become the rules to be followed when capturing data into a supporting system. Once standard, data can be more easily communicated and shared, reducing redundancy and improving data quality. Lack of uniform data standards in an environment of disparate systems is a universal problem. For example, the State has many systems that contain different versions of the same information about the same topic or customer. If the data contained in these systems were standardized, the systems may be able to share one source of the data with the potential for eliminating duplicate data entry, while improving consistency and integrity.

#### **#9 Supporting Strategy: Information Retention**

Information retention refers to the length of time an organization has/is obligated to keep artifacts such as emails, memos, meeting notes, etc. associated with its business. There are many factors influencing this issue that force a multi-faceted approach to this strategy. Internal policies, litigation requirements, the Public Information Act, and Code of Maryland Acquisition Regulations specifications are a few drivers dictating what information retention policies are suggested at different levels of State government.

#### **#10 Supporting Strategy: Internet and Web Services**

The use of the Internet and web technology continues to play an essential role in Maryland's policy and approach to citizen engagement, open government and online service delivery. It is a commitment that extends beyond citizens, to visitors, business partners and other government agencies. The State has adopted a customer-centric focus to meet a growing demand for information and services to be available via the web. Maryland.Gov is the central communication and delivery channel for access to the State's eGovernment services. It is a diverse portfolio that spans general interest to daily life events and emergency preparedness and response.

The State will, whenever possible, leverage technology tools and resources as enterprise-wide solutions to simplify deployment of services and to avoid duplicate spending. The Statewide Government Intranet (SwGI) will continue to evolve as a secure channel for shared applications between agencies and business partners. The IT community within the State will work closely with internal and external business partners to improve the overall usefulness and usability of websites according to the following best practices:

**CONSISTENCY** - Websites will adhere to common design and organization elements, maryland.gov domain naming convention, statewide search services and other best practices.

**ACCESSIBILITY** - Web site design, functionality and content will adhere to the State regulations for non-visual accessibility. See <http://doit.maryland.gov/policies/Pages/nva.aspx>

**ACCOUNTABILITY** - Maryland government websites will contain contact information in the footer or other appropriate and visible areas of the website.

**TRANSPARENCY** - Websites will provide links to policies consistently located in the footer of relevant pages that ensure appropriate protections and practices of the State and its citizens.

**CITIZEN-ORIENTED** - maryland.gov will partner with agencies to aggregate services and content by topic, geography, business or individual. Content will be simplified and written for the web consistent standards provided by the federal government (<http://plainlanguage.gov>).

**PUBLIC RECORDS** - Content published on public facing web sites will align with the agency's record retention policy in accordance with guidance provided by the State Archives.

([http://www.msa.md.gov/msa/intromsa/html/record\\_mgmt/homepage.html](http://www.msa.md.gov/msa/intromsa/html/record_mgmt/homepage.html))

**MULTI-MEDIA** - Websites will promote access to content and events via a variety of new media formats (audio, video, email subscriptions) and mobile platforms.

**QUALITY CONTROLLED** - The statewide web manager community will serve as a governance body for maryland.gov to develop, promote and monitor progress of the State's eGovernment presence.

### **#11 Supporting Strategy: Process Management**

Without clearly defined and understood business processes, the benefit of IT is diminished. To enable excellence in State service, applying and using current processes related to IT strategic planning, operations and procurement needs to continually be practiced in order to maximize return on dollars invested in IT. Ironically, not doing so can result in less efficient business processes when the goal had been "doing more with less". Examples of current processes include System Development Life Cycle (SDLC), contract management, project and program management and associated tools, standard operating procedure documentation and business process analysis and re-engineering. Benefits of initiatives for this supporting strategy are the alignment of State IT with industry best practice processes and cohesive operations within and between agencies.

## REPRESENTATIVE INITIATIVES

The State ITMP provides examples of actual initiatives that the State anticipates in support of the Plan's defined objectives and strategies, of course, depending upon available resources. Initiatives cover the gamut of activities, including research and planning exercises, business process analysis/re-engineering, operational priorities, and/or actual IT development projects. Initiatives that meet the threshold of Major IT Development Projects are submitted by the lead agency for review and approval via the annual IT Project Request (ITPR) process.

### *Self-Funded eGovernment (eGov) Services*

The State desires to promote citizen, business and government efficiency by making new services available online anytime/anywhere and enhancing the desirability and efficiency of providing existing online services to Maryland businesses and residents alike. Using a contract awarded in FY2012, in conjunction with other agencies, DoIT will provide enterprise-wide eGov services that are available for all State agencies, boards and commissions.

The eGov initiative will provide for the design, development, hosting, operation and maintenance of eGov products and services via a funding model that leverages fees for select services to pay for other non-fee-based services. This model will leverage a small number of commercially-valuable services desired by the private sector and pool the fees generated from the purchase of those services into a special contractor-owned and managed fund created for the contract. The fund will be used exclusively to deliver additional eGov services for all agencies across State government on a work order basis.

Lead Agency: DoIT

Category: Statewide

Supporting Strategies: #10 Internet and Web Services, #11 Process Management

### *Enterprise Content Management (ECM) - Business Process Management System (BPMS)*

Ongoing investment in FY13 is required to both maintain and expand the ECM to address needed improvements, and to expand the BPMS concept within DHR, which will modernize the legacy applications using a phased approach. BPMS is a new and innovative way for large organizations to incrementally modernize or take a approach for improving long-term, legacy investments with minimal disruption to the user community. BPMS will improve DHR's large mainframe-based eligibility and case management application, the Client Automated Resource & Eligibility System (CARES). The BPMS gradually improves the user experience by migrating specific workflows and functions to a more modern, web-based application that works in conjunction with CARES and its complex, large-scale, relational database back-end. The result is a more user-friendly, intuitive system that streamlines functions to align with the users' business activities. Work productivity improves and the original investment in the legacy application is preserved as the complex back-end continues to function while the front-end gradually relies more heavily upon the more modern and agile technology.

Lead agency: DHR

Category: Intra-agency

Supporting Strategies: #5 Case Management, #8 Data Standards, #9 Information Retention, #11 Process Management

### ***Client Automated Resource and Eligibility System (CARES) and Medicaid Management Information System (MMIS) Interface***

DHR has an integrated system with two components; CARES and CSES. The CARES component supports DHR's public assistance, medical assistance and food stamp programs, and the CSES component supports the child support enforcement program. This project includes enhancements to CARES that include the two-way real-time interface with the Department of Health and Mental Hygiene (DHMH) MMIS system, enhancements to CARES Medical Assistance eligibility determination, and modification of the current CARES system to fix deficiencies needed to support enhancements to the DHMH/MMIS system.

Lead agency: DHR

Category: Intra-agency, Inter-agency

Supporting Strategies: #5 Case Management

### ***eMail and Collaboration Consolidation***

Beginning in FY2012, Maryland will begin migrating to a single provider of cloud messaging and collaboration services in order to improve the efficiency and effectiveness of electronic data communications throughout State agencies. The intent of this project is to consolidate State users to a single platform for electronic messaging services, collaborative tools, and support. The State is embarking on a strategy of implementing the solution for all Executive Branch agencies, utilizing a scalable and phased approach to transition agencies from their existing systems to the consolidated solution. This initiative will ensure messaging availability for end users; provide a centrally maintained address list with the names and contact information of all employees within participating State agencies; consolidate State agency users to a Maryland.gov domain; enable access to view and share employee calendars; and reduce statewide IT costs through collaborative technology such as video-conferencing.

Lead agency: DoIT

Category: Statewide

Supporting Strategies: #1 Platform, #2 Disaster Recovery, #3 Networks, #7 Legacy System Risk Mitigation, #8 Data Standards, #9 Information Retention, #10 Internet and Web Services and #11 Process Management

### ***Interstate Connection Network (ICON)***

The Department of Labor, Licensing and Regulation's (DLLR) Division of Unemployment Insurance (UI) is serving as an agent for the USA Department of Labor's 53 State Workforce Agencies (SWAs) in contracting for the data processing and data exchange system management services of the Interstate Connection Network (ICON) system. SWAs are responsible for administering the unemployment insurance, training and job placement programs in the 50 SWAs and the 3 federal territories. ICON provides for the exchange of information between the SWAs to allow for the timely, accurate benefit payments and tax collections. The ICON system also includes the State Information Data Exchange System, which provides for the exchange of separation information; i.e., loss of employment and reemployment, between SWAs and employers or Third Party Administrators.

Lead Agency: DLLR/UI

Category: Line-of Business

Supporting Strategies: #1 Platform, #2 Disaster Recovery, #3 Networks, #5 Case Management

### ***Enterprise Management System***

MVA's existing independent business systems have become outdated in serving the needs of today's operating environment. While functional, the aging systems present increasing risks related to system maintenance and support, system agility to support new regulations and emerging business environments and the demand to improve operational efficiency for a growing vehicle population. In an effort to eliminate these risks, MVA intends to implement an *Enterprise Management System* that will enable the provision of effective service management by aligning IT operations with MVA strategic goals and business priorities supporting customer service and operational efficiency. Optimizing the delivery of IT-based services will involve developing an enterprise architecture to more effectively manage a wide range of operating systems, servers, hardware, and applications. This will result in improved systems integration and increased process automation to enable greater control over the IT environment through the implementation of a customizable/configurable and scalable solution. Benefits include improving IT management productivity and visibility, while maximizing return on IT investment by reducing operational and support costs and complexity, enhancing software performance and improving system performance and connectivity. This initiative supports all three perpetual objectives of consolidation, interoperability and standards.

Lead Agency: MDOT/MVA

Category: Intra-Agency

Supporting Strategies: #1 Platform, #3 Networks, #7 Legacy System Risk Mitigation, #8 Data Standards

### ***Commercial-Off-The-Shelf (COTS) Benefit Payment Control Overpayment Automation (BOA)***

DLLR UI will implement tested and proven Commercial-Off-The-Shelf software that will significantly improve fraud prevention, detection and recovery and reduce unemployment insurance overpayments. Implementation of the system will make DLLR's UI more compliant with President Obama's Executive Order 13520, "Reducing Improper Payments and Eliminating Waste in Federal Programs" through improved automated 1) Fraud detection; 2) Case Management; and 3) Collection and overpayment recovery.

Lead Agency: DLLR/UI

Category: Line-of-Business

Supporting Strategies: #1 Platform, #5 Case Management, #8 Data Standards, #10 Internet and Web Services

### ***Division of Unemployment Insurance Information Technology Systems Modernization Project***

DLLR UI is in the planning phase of updating its three major Unemployment Insurance systems. The goal is to 1) Replace the existing Benefits, Contributions and Appeals systems with more modern technology; 2) Integrate the three systems to improve data sharing and improve the 'customer' experience; 3) Improve staff efficiency by automating manual cumbersome processes; 4) Leverage other state's systems to develop a system for Maryland; 5) Integrate smaller systems where existing functionality is considered superior to replacement options and 6) Provide continuity and excellence in technology, service and value for DLLR and its customers.

Lead Agency: DLLR/UI

Category: Line-of Business

Supporting Strategies: #1 Platform, #2 Disaster Recovery, #3 Networks, #5 Case Management, #7 Legacy System Risk Mitigation, #8 Data Standards and #10 Internet and Web Services.

### ***Web Revamp Project – Phase 2***

With Phase 2 of the Web Revamp Project, MDE seeks to continue efforts to make services and information more accessible to Maryland citizens, businesses, and other stakeholders, both external and internal, through the use of interactive, customer-centric, web-based services.

Phase 2 efforts will seek to expand how MDE utilizes the new web technologies deployed in Phase 1 through implementation of an Online Lead Rental Registration Application and Online Fee Payment. This effort, when completed, will enable MDE customers to submit registrations for lead rental units and pay required fees for those units online through the Internet. This initiative builds upon departmental objectives to promote eBusiness and eCommerce services as a means for MDE customers to transparently and effectively conduct business with the Department.

This project will include the ability to complete and submit lead rental registration permit applications directly on the website, implementation of an eCommerce system that would enable users to pay registration fees online, and provide easier access and more expedient notification of important environmental concerns to citizens and regulated entities. Implementation of enhanced web services will enable the Department to streamline business processes to maximize staff time in performing their daily activities. This is a key objective for the Department, due to fiscal constraints and staffing resource availability.

Lead Agency: MDE

Category: Line of Business

Supporting Strategies: #1 Platforms, #7 Legacy System Risk Mitigation, #8 Data Standards

### ***Water Supply Information and Permitting System (WSIPS)***

The Water Supply Program (WSP), which is a business unit within the Water Management Administration (WMA), is responsible for statewide issuance of permits to a person, company or other entity authorizing them to use or appropriate ground or surface water in accordance with State Law and regulations. This project includes the development and implementation of a new online system that will enable WSP to effectively and efficiently manage the permitting process for the use and appropriation of ground or surface water.

The WSP currently uses a system called the Regulatory Analysis and Management System/Water Appropriation Network to document and track permit requests. This system was built in the mid-1990s on a UNIX-based platform, is no longer efficiently maintained or supported and will be replaced by the new WSIPS.

When completed, the new WSIPS will automate business processes, provide for online submission of permit applications, enable the capability to pay fees for permits online, streamline the analysis and approval of permit applications, provide permit status to the applicant and provide a basis for monitoring of compliance with permit conditions.

Lead Agency: MDE

Category: Line of Business

Supporting Strategies: #1 Platforms, #7 Legacy System Risk Mitigation, #8 Data Standards