



# **INFORMATION TECHNOLOGY MASTER PLAN (ITMP)**

**Guidelines & Instructions  
for  
Maryland State Agencies**

**Fiscal Year 2014**

---

## Table of Contents

<b>Part 1: Overview</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Purpose.....	1
<b>Part 2: Aligning Agency ITMP with State ITMP</b>	<b>2</b>
<b>Part 3: Agency ITMP Instructions &amp; Format</b>	<b>3</b>
3.1 General Preparation Instructions.....	3
3.2 Agency ITMP Format and Content .....	3
Section 1 - General Agency Information .....	3
Section 2 - Agency Business Functions, Goals and Key Strategies.....	3
Section 3 - Agency IT Strategic Direction .....	4
Section 4 - Agency IT Portfolio .....	5
<b>Part 4: Submission Requirements</b>	<b>10</b>
4.1 Submission Procedure.....	10
4.2 DoIT Staff Assistance .....	10
<b>Appendix A Six Year IT Project Outlook</b>	<b>11</b>

---

## **Part 1: Overview**

---

### **1.1 Introduction**

Agency Information Technology Master Plans (ITMP's) identify the agency's information technology goals, the strategies to meet those goals and resources required to implement those strategies. The Department of Information Technology (DoIT), Department of Budget and Management (DBM) Office of Budget Analysis (OBA) and the Department of Legislative Services (DLS) will use each agency's ITMP, Information Technology Project Requests (ITPR's) and annual budget submission, including Managing for Results (MFR's), to analyze IT budget requirements.

The agency ITMP serves as the support base for IT operations and Major IT Development Project (MITDP) funding. DoIT reviews the ITMP's for the following:

- Consistency with statewide IT direction
- Support of statewide business objectives
- Presence of sound and secure IT infrastructure plans and strategies
- Support for subsequent requests for funding
- Requests for authority to expend funds

These guidelines and instructions apply to all entities subject to Maryland State Finance and Procurement Law, including, but not limited to State Finance and Procurement articles 3A-302-3A-309.

### **1.2 Purpose**

This document provides guidance, instructions and required format for agency ITMP's.

---

## Part 2: Aligning Agency ITMP with State ITMP

---

The State ITMP provides a framework for agencies to create ITMP's that align with the Governor's priorities to:

- *Strengthen and grow the ranks of our middle class including our family owned businesses and our family farms*
- *Improve public safety and public education in every part of our state*
- *Expand opportunity – the opportunities of learning, of earning, of enjoying the health of the people we love, and to enjoy the health of the environment that we love – to more people rather than fewer*

The State ITMP defines three Perpetual Objectives that will be in effect for multiple years, providing a general direction for long range planning. The Perpetual Objectives that will be the foundation for the development of agency ITMP's are:

- Consolidation
- Standards
- Interoperability

In addition, the State ITMP establishes Supporting Strategies that align with the Perpetual Objectives. In their ITMP's, agencies will define their planned initiatives in order to:

- Facilitate agency-specific responsibilities by helping enhance business processes
- Demonstrate collaboration with other agencies in the deployment of technology
- Support the Perpetual Objectives and Supporting Strategies of the State ITMP

The scope of each initiative will be categorized as one or more of the following:

- Statewide
- Line-of-Business
- Location-Specific
- Intra-Agency
- Inter-Agency

The FY14 State ITMP will be posted at: <http://www.doit.maryland.gov/>  
Search: State IT Master Plan.

---

## Part 3: Agency ITMP Instructions & Format

---

### 3.1 General Preparation Instructions

Agencies are required to submit an ITMP in four parts:

- Section One provides general information
- Section Two provides summary information about the agency's business functions, major goals and key strategies to achieve those goals
- Section Three provides information about the agency IT strategic direction
- Section Four outlines the agency IT portfolio

### 3.2 Agency ITMP Format and Content

#### Section 1 - General Agency Information

- 1) Agency Name: Provide the full agency name and acronym
- 2) CIO Name and Contact Information: Provide agency Chief Information Officer (CIO) name, title, telephone number and email address
- 3) CFO Name and Contact Information: Provide agency Chief Financial Officer (CFO) name, title, telephone number and email address
- 4) Approved By: Provide the name, title and contact information (telephone number and email address) of the agency Executive Sponsor, CIO and CFO
- 5) Plan Date: Provide the date the plan was approved by the agency Executive Sponsor, CIO and CFO

#### Section 2 - Agency Business Functions, Goals and Key Strategies

Provide an **executive summary** of the agency's major business functions and list long, mid and short term goals and key strategies to achieve those major business functions. Long term is considered longer than 5 years, mid-term is considered 2-5 years and short term is considered less than 2 years. If this information is documented in an agency strategic plan, then it may be attached in place of Section 2.

---

## Section 3 - Agency IT Strategic Direction

### 1) Summary of Agency IT Environment

- a) Background: Describe historical events that have had a significant impact on the agency's mission performance and the IT architecture supporting the agency's core business activities. Core business activities are agency cross-functional processes that produce the agency's primary products and services or support their production.
- b) Drivers and Issues: Describe current events that are driving change in the agency (e.g. federal/State laws, grants, etc.) What are the critical issues the agency is facing that impact its IT environment? Have business processes and needs been re-evaluated recently and when? How did agency IT environment factor in the evaluation: superior, sufficient, lacking, non-existent, etc?
- c) IT Accomplishments: Describe the IT accomplishments that have contributed to the agency's mission. Highlight positive impacts on agency customers and overall business benefits to the State. This section includes accomplishments realized over the last five years.
- d) IT Goals and Strategies: Describe the agency's IT goals and strategies to achieve those goals and how results will be measured. Include any pertinent reference to agency MFR's, StateStat and other existing agency IT-related business plan goals. List initiatives the agency is undergoing to fulfill the goals and strategies.
- e) Agency Support of the State IT Master Plan: Discuss how each of the agency's IT initiatives supports the statewide Perpetual Objectives and Supporting Strategies. Identify all categories that apply to the initiative (e.g. Statewide, Line-of-Business, Location Specific, Intra-Agency, and/or Inter-Agency).
- f) Current Environment: Briefly describe the current agency IT environment.
- g) IT Resources: Provide the number of full time dedicated IT staff. Indicate how many are contractual FTE's and how many are State employees. Provide an organizational chart or narrative summary of your agency IT department. This should provide a high level summary of each resource's area of responsibility and expertise.
- h) Future Environment: Provide a summary of what the future agency IT environment will look like, assuming successful completion of short and long-term IT strategies. Briefly describe how the resulting future IT environment will

---

enable the agency to more effectively and efficiently accomplish its mission and deliver service to customers.

- i) Methodologies: Describe the agency use of Project Management Institute (PMI) methodology and use of the State's System Development Lifecycle (SDLC) processes and templates. Describe any other methodologies currently being used and the results being realized by their use.
- j) Governance: Describe the agency methods for governing IT projects and operations. This should include boards, processes and procedures supporting SDLC and operational processes.
- k) Security: Identify the actions that the agency has taken to secure its IT infrastructure and implement IT disaster recovery. Identify the actions that the agency has taken to secure sensitive information such as personally identifiable information (PII).

## 2) Agency Certification of Compliance with State Nonvisual Access Regulations

The agency must certify that information technologies procured, and services provided, are compliant with State nonvisual access regulations (COMAR 17.06.02.01-.12). The IT Nonvisual Accessibility regulations can be found at: <http://www.doit.maryland.gov/> Search: Nonvisual Access.

## **Section 4 - Agency IT Portfolio**

The agency IT portfolio information will be used to support State and agency IT strategic planning, and to provide a view of the State's overall IT portfolio. This section must include:

- Baseline IT budget
- Current and planned IT project names and descriptions for major and non-major projects
- Planned start and end dates for each project
- Perpetual Objective and Supporting Strategy targeted for each project
- Current SDLC phase for each project

The Agency IT portfolio must also include: a list of major enhancements (projects) being completed under O&M contracts; current MOU's or Interagency Agreements; and all current and planned agency IT procurement activity. The type of procurement (e.g. RFP, TORFP, IFB, etc) should be documented as well as a schedule for planned procurement activities including but not limited to the following milestone dates:

- 
- Draft Procurement Kick-off
  - Submittal of RFP to DoIT for Review
  - Release RFP
  - Begin Proposal Evaluation
  - Contract Award

Agencies should also list existing public facing GIS initiatives being undertaken or already in place including the URL, e.g. Maryland Department of Natural Resources (DNR) “Maps and Map Data” <http://dnr.maryland.gov/gis/>

The DLS requires that DoIT submit with the each MITDP Mid-Year Report a projection for all agency projects that may be requested for the FY2014 through FY2019. The Six-Year Report must include estimated costs for each potential project and will include those that have not yet begun Phase 1 of the SDLC (Initiation) through those that are in Phase 9 (Operations and Maintenance). For that purpose, include any projects on a six year horizon in Section 2 of your Agency IT Portfolio.

**Beginning with the FY13 budget cycle, Legislature established language (reference <http://mlis.state.md.us/2011rs/bills/hb/hb0072e.pdf> see pg. 51) that requires approval of an agency’s MITDP project funding request before an agency can expend funds, for both the project’s planning and implementation phases. This is known as the two-step ITPR process. The process to request approval, document the project’s attributes, and provide estimates of project schedule, funding and cost information will be captured and began with the FY13 ITPR. The *FY14 ITPR Guidelines & Instructions* can be found at the DoIT website at: <http://doit.maryland.gov/>, Search: “Agency ITPR”.**

An appendix is included at the end of this document providing a template format to document and submit your long term projections. Two sample projects are inserted to help illustrate the type of data to be input. The first example assumes that the project is in step 1 – *Project Planning Request (PPR)* where only SDLC phases 1-4 are identified. The second example assumes that the PPR has received *PIR Submission Authorization* approval from DoIT for continuation to step 2 – *Project Implementation Request (PIR)* where SDLC phases 1-9 are identified.



---

## **Agency IT Portfolio**

### 1) Baseline IT Budget:

- a) Total FY14 Budget: \_\_\_\_\_
- b) Requested FY15 Budget: \_\_\_\_\_

### 2) Six Year Outlook (see Appendix A for table template):

- a) Project Name
- b) Project Brief Description
- c) Funding Source
- d) Estimated Status by Fiscal Year
- e) Estimated Expenditures by Fiscal Year
- f) Total Estimated Cost

### 3) Current IT Portfolio

#### a) Current Projects – Major:

##### **(Repeat i. thru x. for each current major project)**

- i. Project Name: \_\_\_\_\_
- ii. Brief Description: \_\_\_\_\_
- iii. Status – SDLC Phase\*: \_\_\_\_\_
- iv. Total Phase (Planning or Implementation) Planned Cost (TPC)\*\*: \_\_\_\_\_
- v. Project Estimate at Completion (EAC) Cost\*\*\* \_\_\_\_\_
- vi. Planned Start Date: \_\_\_\_\_
- vii. Planned End Date: \_\_\_\_\_
- viii. Perpetual Objective Supported: \_\_\_\_\_
- ix. Supporting Strategy Targeted: \_\_\_\_\_
- x. Category \_\_\_\_\_

#### b) Current Projects – Non-Major:

##### **(Repeat i. thru x. for each current non-major project)**

- i. Project Name: \_\_\_\_\_
- ii. Brief Description: \_\_\_\_\_
- iii. Status – SDLC Phase\*: \_\_\_\_\_
- iv. Total Planned Cost (TPC)\*\*: \_\_\_\_\_
- v. Project Estimate at Completion (EAC) Cost\*\*\* \_\_\_\_\_
- vi. Planned Start Date: \_\_\_\_\_
- vii. Planned End Date: \_\_\_\_\_
- viii. Perpetual Objective Supported: \_\_\_\_\_
- ix. Supporting Strategy Targeted: \_\_\_\_\_

---

x. Category \_\_\_\_\_

c) Major Enhancements Being Completed Under O&M Contracts:

**(Repeat i. thru vii. for each enhancement)**

i. Project or System Name: \_\_\_\_\_

ii. Brief Description: \_\_\_\_\_

iii. Status – SDLC Phase\*: \_\_\_\_\_

iv. Total Planned Cost (TPC)\*\*: \_\_\_\_\_

v. Project Estimate at Completion (EAC) Cost\*\*\* \_\_\_\_\_

vi. Planned/Actual Start Date: \_\_\_\_\_

vii. Planned End Date: \_\_\_\_\_

d) Current Memoranda of Understanding (MOUs) or Interagency Agreement (IA):

**(Repeat i. through v. for each current MOU/IA in place)**

i. Who With: \_\_\_\_\_

ii. Cost: \_\_\_\_\_

iii. Term: \_\_\_\_\_

iv. Scope: \_\_\_\_\_

v. List all Projects and Ongoing Services being undertaken

e) Current Procurement Activity

**(Repeat i. thru iv. for each current procurement)**

i. Procurement Title: \_\_\_\_\_

ii. Type of Procurement: \_\_\_\_\_

iii. Procurement Schedule: \_\_\_\_\_

iv. Associated with What IT Project: \_\_\_\_\_

4) FY14 IT Portfolio

a) New FY14 Requested Projects – Major:

**(Repeat i. thru x. for each new major project)**

i. Project Name: \_\_\_\_\_

ii. Brief Description: \_\_\_\_\_

iii. Status – SDLC Phase\*: \_\_\_\_\_

iv. Total Planned Cost (TPC)\*\*: \_\_\_\_\_

v. Project Estimate at Completion (EAC) Cost\*\*\* \_\_\_\_\_

vi. Planned Start Date: \_\_\_\_\_

vii. Planned End Date: \_\_\_\_\_

viii. Perpetual Objective Supported: \_\_\_\_\_

ix. Supporting Strategy Targeted: \_\_\_\_\_

---

x. Category \_\_\_\_\_

b) New FY14 Requested Projects – Non-Major:

**(Repeat i. thru x. for each new non-major project)**

- i. Project Name: \_\_\_\_\_
- ii. Brief Description: \_\_\_\_\_
- iii. Status – SDLC Phase\*: \_\_\_\_\_
- iv. Total Planned Cost (TPC)\*\*: \_\_\_\_\_
- v. Project Estimate at Completion (EAC) Cost\*\*\* \_\_\_\_\_
- vi. Planned Start Date: \_\_\_\_\_
- vii. Planned End Date: \_\_\_\_\_
- viii. Perpetual Objective Supported: \_\_\_\_\_
- ix. Supporting Strategy Targeted: \_\_\_\_\_
- x. Category \_\_\_\_\_

c) Planned Procurement Activity:

**(Repeat i. thru iv. for each planned procurement)**

- i. Procurement Title: \_\_\_\_\_
- ii. Type of Procurement: \_\_\_\_\_
- iii. Procurement Schedule: \_\_\_\_\_
- iv. Associated with What IT Project: \_\_\_\_\_

\*Status – SDLC Phase must be defined as one of the following nine steps:

1. Initiation
2. Concept Development
3. Planning
4. Requirements Analysis
5. Design
6. Development
7. Integration and Test
8. Implementation
9. Operations and Maintenance

\*\* Total Project Phase Cost (TPC) is the original estimated amount of the total project cost.

Note: A *Project Planning Request (PPR)* estimates the costs for SDLC Phases 1-4 only. After receiving a *PIR Submission Authorization* approval from DoIT, then the *Project Implementation Request (PIR)* estimates the costs for SDLC Phases 1-9.

---

\*\*\* Estimate at Completion (EAC) is the total updated estimated project cost, combining actual cost to date, plus planned expenditures for the remainder of the current fiscal year, plus planned expenditures for all remaining years after current fiscal year.

## **Part 4: Submission Requirements**

---

### **4.1 Submission Procedure**

Agency ITMPs should be submitted to DoIT at the time as their budget submission to DBM. The completed agency ITMP shall be submitted electronically by uploading the document to the ITAC web site at: <https://www.itac.state.md.us>

### **4.2 DoIT Staff Assistance**

DoIT staff members are available to assist agencies with ITMP planning activities. For information or assistance, please contact your agency's assigned DoIT, Office of Project Oversight (OPO), Project Manager.

## Appendix A Six Year IT Project Outlook

### Six Year IT Project Outlook

Project Name	Brief Description	Funding Source	Fiscal Year	Estimated SDLC Status	Estimated Expenditures	
Example 1: project in Project Planning Requirements (PPR) step 1 stage	Replace existing legacy system with COTS budgeting software.	RF	2012	Initiation, Concept, Planning, Req. Analysis	\$	1,000,000
		RF	2013	Design & Development		TBD
		RF	2014	Integration & Test		TBD
		RF	2015	Implementation		TBD
		RF	2016	O&M		TBD
		RF	2017		\$	-
		Total			\$	1,000,000
NOTE: the example above only estimates SDLC phases 1-4 for the Project Planning Requirements (PPR stage 1)						
Example 2: project in Project Implementation Requirements (PIR) step 2 stage	Replace existing legacy system with COTS budgeting software.	RF	2012	Initiation, Concept, Planning, Req. Analysis	\$	1,000,000
		RF	2013	Design & Development	\$	1,500,000
		RF	2014	Integration & Test	\$	1,500,000
		RF	2015	Implementation	\$	1,500,000
		RF	2016	O&M	\$	1,000,000
		RF	2017		\$	-
		Total			\$	6,500,000

Note: Funding Source Options:

GF = General Funds

RF = Reimbursable Funds

SF = Special Funds

FF = Federal Funds

MITDPF = General Funds Appropriated for the Project and Accounted in the Major IT Development Fund