

# Senate Budget and Taxation Committee

*January 20, 2026*

# AGENDA

- 01 Introductions, Priorities, Wins
- 02 Maryland Digital Service
- 03 Infrastructure
- 04 Cybersecurity Efforts

# Introductions, Priorities, & Wins



**Katie Savage**  
Secretary



**Marcy Jacobs**  
Deputy Secretary  
Chief Digital  
Experience Officer



**James  
Saunders**  
Chief Information  
Security Officer

Executive Director  
MD Benefits  
Pat McLoughlin

Secretary  
Katie Savage

Senior Advisor for  
Responsible AI  
Vacant

Chief Operating Officer  
Melissa Leaman

Fiscal Services

Budget Administration

Strategic Sourcing

Portfolio Office & Intake

Central PMO

Chief Technology Officer - Platform + Client Services  
Jason Silva

Client Support and Service Delivery

SaaS Platform Services

ERP Operations and Planning

Collaboration and Comms Platforms

Chief Technology Officer - Infrastructure  
Eric Bathras

networkMaryland & LAN

MD FiRST

Datacenter & Disaster Recovery

Infrastructure Agreements

Chief Digital Experience Officer  
Marcy Jacobs

Web Experience

UX/Service Design & Accessibility

Product Office

Engineering/ Solutioning

MITDP Oversight

State Chief Info Security Officer  
James Saunders

State and Local Cyber

Cyber Resilience

Governance, Risk, & Compliance

Cyber Technology

State Privacy

Chief Data Officer  
Natalie Evans Harris

Data Services

Data Operations

Data Management

Data Practices

Data Literacy

# DoIT Priorities

**1 Building DoIT and agency capacity.**

**2 User centered service delivery.**

**3 Centralization to support agency missions.**

# DoIT Accomplishments 2023-25

- **Department Wide Modernization:** DoIT completed a major organizational transformation, restructuring leadership, bringing the Chief Data and Privacy Officers into the department, and standing up new digital services, strategic sourcing, and compliance teams to modernize State IT operations.
- **Cybersecurity Expansion:** The Office of Security Management scaled from 5 to 22 full-time staff, launched the State's first bug bounty program ("Hack the State"), created an agency-embedded Information Security Officer program, and strengthened statewide cyber partnerships.
- **Modernized Benefits Delivery:** MD THINK transitioned from a project-based model to a product-driven approach, enabling the July 2025 launch of the mobile-first "One Application," now branded as Maryland Benefits, allowing residents to apply for multiple core benefits in a single application.

# DoIT Accomplishments 2023-25

- **Digital Service & Accessibility Reform:** DoIT established the Maryland Digital Service to reduce technical debt, introduce in-house design and engineering expertise, and implement the State's first comprehensive digital accessibility policy.
- **AI Readiness:** Following the Governor's AI Executive Order, DoIT laid the groundwork for responsible AI adoption by issuing interim GenAI guidance, completing the State's first AI inventory, providing workforce training, and launching an AI Enablement team.
- **Broadband & Infrastructure Leadership:** On January 7, 2025, Governor Wes Moore established the State's Digital Infrastructure Group to better coordinate statewide digital infrastructure planning and investment under DoIT's leadership. This work supports a fiber first strategy that expands capacity, reduces duplication, and helps close the digital divide.

# SB 85 (HB 266) - Information Technology Investment Fund - Uses

- SB 85 (HB 266) will be heard before the Senate Budget and Tax Committee on January 21, 2026.
- The bill expands allowable uses of the Information Technology Investment Fund, allowing DoIT to reinvest existing Resource Sharing Agreement revenues into critical statewide IT infrastructure, including state owned communication sites, facilities, and telecommunications equipment.
- By aligning infrastructure funding with the State's enterprise and SingleView approach, SB 85 enables smarter, more strategic investments, reduces duplication, and strengthens Maryland's long term digital resilience without creating new fees or additional costs for agencies or local governments.

# Maryland Digital Service

# Maryland Digital Service (MDDS)

**Mission:** The mission of DoIT's Maryland Digital Service (MDDS) is to increase trust in Maryland's government through improved access to digital services and benefits. MDDS supports state agencies in delivering on their missions by building well-designed, human-centered digital experiences that improve efficiency and outcomes while reducing the cost of serving Maryland residents.

**2025 Accomplishments:** This year, MDDS has been focused on scale - reflected in team growth, procurement vehicle expansion, deployed teams to support agency projects, and delivery of critical foundational efforts.

# Scaling MDDS Capabilities and Delivering Services

- **Team growth:** MDDS more than doubled from 22 to 49 staff (+122%) between 2024 - 2025.
- **Expanded** User experience, product management, and engineering capacity to better support agencies.
- **Awarded** ADEPT contract vehicle to 8 local firms to rapidly scale digital service delivery.
- **Validated** Drupal as a secure, scalable CMS; launched new Maryland.gov and modernized COMAR.
- **Implemented** statewide analytics (Google Analytics, Microsoft Clarity & CX measurement).
- **Completed** AI pilot with MDE and Percepta enabling self-service document access for site selection.
  - **Projected impact:** ~300 staff hours saved per month and ~50% reduction in PIA requests.

# MITDP Background & Reform

- DoIT is responsible for oversight of all technology projects over \$5M across the State, called “MITDPs”
- These projects have historically underperformed
- DoIT is implementing significant reforms to reduce risk that projects do not deliver, shifting the projects from project management or system implementation to **service delivery**
- Implemented ‘interventions’ - both discovery projects and deployed teams
- Publishing a MITDP Dashboard this month to increase visibility and transparency

# Maryland's Goals in Investing in Permitting

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1. Make it easier for Marylanders to get a job in their desired field
2. Make it easier to start, manage, and grow a business in Maryland
3. Make it easier to develop and build property in Maryland

# Key Objectives for MDE Portal

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- Long turnaround times are a major complaint, and lagging indicator of many underlying issues.
  - Paper checks can take 2-3 weeks to process and are prone to reconciliation issues
  - Current permit forms and processes could be simplified and streamlined
  - **OKR: reduce decision time by 25%**
- Secondary goals:
  - Make it easier to find correct permit
  - Enable applicants to track permit status without contacting MDE

# Prioritization: Time-to-Value

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Our Product Roadmap prioritizes **Time-to-Value**. By focusing on the top **20%** of permits, we aim to capture **80%** of the application volume.

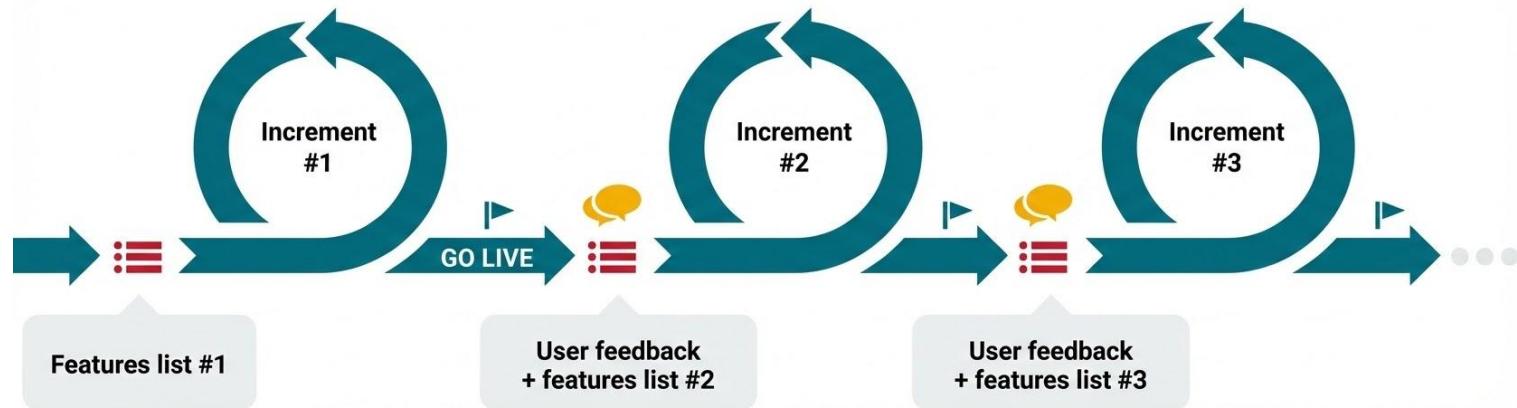
The original Project Plan treated development of all permits equally. This is risky because:

1. **ROI Mismatch:** We would spend thousands of dollars developing a permit used only once a year.
2. **Inflexibility:** Permits can have different characteristics, e.g. complexity or heavy manual review. The best way to support one category may be different than another. Worse, if we plan to treat all permits in the same way, but discover an error near the end of the project, we may have to re-do hundreds of permits.

**Recommendation:** We should prioritize based on *Volume Coverage*, not *Permit Count*. We target supporting 80% of MDEs volume by our project milestone date, rather than committing to a maximized number of permits.

# Product Approach Focuses on Speed to Value

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- Reduce risk by making smaller “bets”
- Iterative, shorter cycles to learn quickly
- Focus on continually adding value to users

# Office of Security Management (OSM)

The **Office of Security Management (OSM)** is a legislatively established organization<sup>1</sup>, led by the State CISO, focused on the cybersecurity & privacy of the State of Maryland.



Statewide Cybersecurity & Privacy Strategy, Standards, and Policy

Providing Centralized Cybersecurity Technology & Services

Leading Statewide Cybersecurity Incident Response & Preparedness

Reporting “State of Cybersecurity Preparedness” at least annually

1: <https://mgaleg.maryland.gov/mgawebiste/Laws/StatuteText?article=gsf&section=3.5-2A-04&enactments=True&archived=False>

# 2025 Cybersecurity Actions & Impact

- **Released** the Vulnerability Disclosure Program (VDP) and Maryland ISAC (MD-ISAC) BODs, expanding responsible vulnerability reporting and information sharing with vendors and critical infrastructure partners.
- **Deployed** Abnormal Security AI across 98 state agencies to strengthen protection against phishing, business email compromise, and malware-less attacks; migrated DNS and Web Application Firewall services to Cloudflare to establish a modern edge security layer.
- **Launched** the Local Information Security Officer (ISO) Program, enrolling 42 jurisdictions and supporting 27 SLCGP grant applications; completed 14 full cybersecurity assessments with 10 more in progress.

# 2025 Cybersecurity Actions & Impact

- **Improved** statewide risk visibility through the State ISO program, producing 67 Weakness Evaluation Reports and 58 Corrective Action Plans, addressing over 4,000 findings, and facilitating more than 60 shared cybersecurity service adoptions.

# OSM CY2026 Key Focus Areas

## Governance

### Governance Modernization:

Publish updated, comprehensive statewide cybersecurity, AI, and privacy policies, standards, and guidelines.

### Launch 2026-2027 Cyber Preparedness Maturity Assessments:

Resume assessing agencies' cybersecurity practices to identify areas of improvement.

## Cybersecurity Defense

### Cyber Centralization:

Continue driving cybersecurity centralization to achieve consistent visibility and response capabilities.

### Infusing Zero Trust and Post-Quantum readiness:

Identify, plan, and implement modern architectures and technologies to defend against emerging cyber threats.

## Outreach and Partnership

### Critical Infrastructure:

Expand the Maryland Information Sharing and Analysis Center (MD-ISAC) to include private utilities and Maryland's CI providers.

### Deepened Partnerships:

Continue growing as a partner across the State, Local, and industry.

# Questions/Discussion