

**Testimony of Kirsten LC Figueroa, Commissioner
Department of Administrative and Financial Services**

**Before the Joint Standing Committees on
Appropriations and Financial Affairs
and State & Local Government**

**“An Act Making Unified Appropriations and Allocations from the General Fund
and Other Funds for the Expenditures of State Government and Changing
Certain Provisions of the Law Necessary to the Proper Operations of State
Government for the Fiscal Years Ending June 30, 2025, June 30, 2026
and June 30, 2027”**

February 28, 2025

Good morning, Senator Rotundo, Representative Gattine, and members of the Joint Standing Committee on Appropriations and Financial Affairs; Senator Baldacci, Representative Salisbury and members of the Joint Standing Committee on State and Local Government. I am Kirsten Figueroa, the Commissioner of the Department of Administrative and Financial Services. I am here today to testify in support of the fiscal year 2026-2027 biennial budget bill, LD 210, specifically those items on today’s agenda relating to DAFS.

Maine – like many states, both blue and red – is facing a tight budget environment. The Mills Administration has spent months carefully developing a balanced budget proposal to preserve the programs lawmakers and Maine people support, including education, revenue sharing, public safety, higher education, and school meals, while also protecting the long-term fiscal health of Maine.

Ultimately, we took a balanced approach: one that makes some investments - including operational needs such as technology efficiencies, health and safety improvements, collective bargaining impacts, etc. - that proposes some spending cuts, and that makes some targeted revenue increases. We know these proposals are difficult and appreciate that you will consider them with an open mind.

We look forward to working with you over the coming months to enact a budget that supports our greatest asset of all: the people of Maine.

Department of Administrative and Financial Services

The Department of Administrative and Financial Services (DAFS) consists of ten bureaus, a handful of boards and commissions, and more than 1,200 employees serving the public and all three branches of state government.

The Department has a broad range of responsibilities. We serve as the principal fiscal advisor to Governor Mills, prepare the state budget, coordinate the financial planning and programming activities of state agencies, prepare the financial records of the state, and advise the Maine Legislature on the economic status of the state and financial statutes of state government.

Additionally, DAFS oversees all aspects of: human resources, including employee benefits, contract negotiations, recruiting, retaining, training and performance; information technology services, including cyber security, data management, application development, project management, technology infrastructure, accessibility, and network services; maintenance, repairs and capital improvements of state-owned buildings and grounds; leased space; procurement, contracting and vendor management; state postal services; surplus property; tax collection, tax law and tax policy; and fleet management.

Various internal services for state agencies are provided by the Department, including review of accounting transactions and procedures and the implementation of internal controls. We also administer the state's lottery operations, medical and adult use cannabis programs, and the sale of distilled spirits within Maine's borders. And we oversee the three state-owned landfills.

DAFS employees are respected as conscientious stewards of the State's assets: fiscal, human, physical and technical. We are valued for the professional expertise we provide that ensures State departments and agencies efficiently, effectively, and economically fulfill their important missions for the people of Maine. We lead and collaborate with open doors, open minds, and open hearts.

I'd also like to discuss a few components that you have heard throughout all department budgets that involve DAFS.

The first is internal service funds.

The Department of Administrative and Financial Services (DAFS) develops, delivers, and maintains centralized government systems that support the financial, human resource, physical and technological infrastructure of state government. The services are billed to agencies through Internal Service Funds

All components of an internal service fund, including staff, All Other and capital, are included in Internal Service Fund budgeting. Personal Services increases the result of collective bargaining, or any other Personal Services action, as well as increases to All Other costs for various reasons, including vendor increases or supply chain costs, etc. impact these budgets. Internal Service Funds are meant to recover the costs of providing the service. DAFS bills agencies for these services and the agencies pay the bills with All Other funds.

In this biennial budget, DAFS has adjusted these rates for all of the reasons outlined above, but primarily the result of significant collective bargaining efforts approved by the Governor and Legislature. Agency All Other funds are not increased in the baseline to reflect the increased costs of the Internal Service Funds, so statewide all agencies will include initiatives for additional All Other to cover these services.

DAFS Centralized Services Internal Service Funds include:

- Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies.
- MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput.
- Central Fleet Management (CFM) within DAFS centrally procures, distributes and disposes of passenger and light truck vehicles. CFM handles many aspects of vehicle service including writing vehicle specifications, ordering vehicles, providing drivers with maintenance schedules, service assistance, fueling resources, insurance protection, and accident information processing.

- The Division of Risk Management within DAFS provides high quality insurance, loss control and claims services to all state agencies, the State's higher education institutions and some quasi-state agencies at the lowest possible cost.
- The Division of Leased Space manages leases encompassing office, warehouse, garage, storage, tower, classroom, mixed-use, and training spaces.
- Central Services within DAFS provides a wide range of mail services, including interoffice mail, as well as disposition of state surplus materials and equipment no longer needed by the state agency that purchased them. This group also manages federal surplus property.

Our Department's centralized service requests relating to SLG divisions are summarized at the end of this testimony as Appendix B. While we won't read the specifics, we have included the blippie and justification in this testimony on the relevant page in *italics* for your reference.

Next is reclasses.

As we discussed in the supplemental, Civil Service Rules require the State Human Resources Officer to maintain the classification plan and establish the processes and procedures with which to do so. There is a long-standing process in place to evaluate proper classification of positions and determine through a functional job analysis whether a position meets the requirements for reclassification, including any pay adjustment. The State's collective bargaining unit agreements include negotiated language related to this process. Actions may include changing classification or keeping the same classification but changing pay range (usually referenced in blippie as range change). Requests may be employee initiated (usually referred to as reclass) or management initiated (usually referred to as reorganization). Approved employee-initiated actions include a retroactive pay component back to the date the request was signed. Reclass/reorg/range change initiatives in Part A of the budget are necessary to fund these approved actions, which is required before the action can be processed and paid. Reclass initiatives in Part B are self-funded.

Our Department's reclass and reorganization requests relating to SLG divisions are summarized at the end of testimony as Appendix A. While we won't read the specifics, we have included the blippie and justification in this testimony on the relevant page in *italics* for your reference. DAFS has six committees of jurisdiction – plus significant interaction with the Joint Standing Committee on Appropriations & Financial Affairs.

Seven divisions, (really 6.5), of our ten, fall under the jurisdiction of the Joint Standing Committee on State and Local Government and will be covered in this testimony:

- *Office of the State Economist, part of the Office of the Commissioner*
- *Office of the State Controller*
- *Bureau of the Budget*
- *Bureau of Human Resources*
- *Division of Financial and Personnel Services (Financial/Human Resource Service Centers)*
- *MaineIT (aka Office of Information Technology)*
- *Bureau of General Services*

The remaining three divisions, as well as the Offices of Employee Health and Benefits and Workers' Compensation within the Bureau of Human Resources and the State-Owned Landfill Management, fall under the jurisdictions of other joint standing committees and are therefore not included in this report.

- *Maine Revenue Services (TAX)*
- *Bureau of Alcoholic Beverages and Lottery Operations (VLA)*
- *Office of Cannabis Policy (VLA)*
- *Office of Employee Health and Benefits (HCIFS)*
- *Office of Workers' Compensation (LBHS)*
- *State-Owned Landfill Management (ENR)*

We've also distributed to Appropriations members our Orientation document presented last month to the Joint Standing Committee on State and Local Government, which has more details about the various inner workings of these divisions of DAFS. I am incredibly passionate about DAFS and our DAFS team. I do have a lot of words to say as we describe and advocate for our budget, but still there's so much more in the report.

I will discuss budget initiatives by division, in the above order – the order in which they appear in the Orientation document, except that we moved Financial and Personnel Services – rather than in budget page number order, as I believe it is less complicated and provides a clearer picture of our operations and responsibilities.

One more thing before the details. I'd like to take a moment to thank the amazing people who oversee key elements and these SLG components of the Department – in the spirit of efficiency, they aren't in the room today – and all of the DAFS employees who are performing all of the work of the Department day in and day out. They are dedicated and incredible.

Now to the details. This is the biennial budget, so we are meant to give a brief summary of each Program, whether or not there is a new request. For new initiatives, I will detail the need and impact. You will also see the blippie and justification from the budget document in *italics* that I won't be reading but is there for orientation and additional information.

Office of the State Economist and Office of the Commissioner – Administrative & Financial Services (0718)

Starting with the Office of the Commissioner on **page A-38**. Generally, the Office of the Commissioner provides strategic direction for the various bureaus and divisions of DAFS – primarily as it relates to policy and communication with the various segments of State government and the outside world, including the Governor, Legislature, the media, etc. Each bureau within DAFS reports to the Commissioner's Office.

The Office also includes the State Economist and her staff of 3. The Office of the State Economist is responsible for tracking and analyzing economic and demographic trends in support of policy development. The Office maintains – and presents on – various modeling and analytical tools with the capability to do economic impact analysis, demographic projections, long-term and short-term economic forecasting, and statistical analysis. As designated by statute, the State Economist is a member of the Revenue Forecasting Committee, and the office provides staff support for both that committee and the Consensus Economic Forecasting Commission. The Office also serves as a liaison between the state and the U.S. Census Bureau, including designation as the State Data Center lead agency for Maine.

The General Fund annual appropriation of approximately \$2.3 million funds 4 positions in the Office of the State Economist and 8 positions who oversee the various efforts of the Department of Administrative and Financial Services and who seek to continually improve the quality of services provided by the Department.

There are two new initiatives in this Program. Both initiatives provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative provides General Funds of \$8,997 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

The second initiative provides General Funds of \$2,502 in fiscal year 2026 and \$3,788 in fiscal year 2027 to support the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

State Controller – Office of (0056)

The budget for the Office of the **State Controller** is on **page A-50**. The Office is responsible for maintaining and reporting all state financial transactions. Staff analyzes fiscal transactions and payrolls to ensure legality and correctness. The Office is responsible for appropriation, allocation and allotment control including the review and approval of all accounting transactions within AdvantageME, the automated production system for accounting and payroll services. In addition, the Office of the State Controller provides internal audit support for the agencies that comprise state government. Official financial records for all state agencies are administered by this Office. The Office's Financial Reporting Unit prepares and publishes the State's Annual Comprehensive Financial Report based on Generally Accepted Accounting Principles (GAAP). Through Risk Management, OSC provides insurance advice and services for all forms of insurance for State Government. Other areas of responsibility include: travel and expense policy, central payroll processing, fixed asset inventory, and Federal single audit resolution.

There are 28 positions within the Office of the State Controller; the annual budget is approximately \$4.3 million.

There are 4 initiatives in this program.

The first two new initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative provides General Funds of \$50,999 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor

increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

The second initiative provides General Funds of \$3,107 in fiscal year 2026 and \$5,233 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

The third initiative establishes one Public Service Coordinator II position in the Financial Reporting Division to manage the implementation of several new GASB standards, which has resulted in significant additional work associated with preparing the Annual Comprehensive Financial Report. OSC has not increased the number of staff in the financial reporting Division in more than 20 years.

The Governmental Accounting Standards Board (GASB) promulgates the requirements the State must meet when preparing its Annual Comprehensive Financial Report (ACFR) as required by statute. Since 2015, GASB has issued 32 new standards, including 13 issued since 2020. Several of these standards require the acquisition, aggregation, summarization and reporting of information that is not simply calculated financial data. For example, entities must now disclose information related to complex subscription-based technology arrangements, including hardware, software and cloud computing contracts.

This position will be responsible for preparing significant portions of the State's ACFR based on significant changes in GASB requirements. These responsibilities include preparing financial statements, supporting schedules and extensive note disclosures, as well as preparing, summarizing and appropriately categorizing financial statement and accounting system adjustments. Additionally, this position will be charged with researching and coordinating the implementation of new accounting and reporting

standards, as well as designing, evaluating, implementing and overseeing accounting policies/procedures on a statewide basis

Establishes one Public Service Coordinator II position to manage the implementation of several new GASB standards, which has resulted in significant additional work associated with preparing the Annual Comprehensive Financial Report. This initiative increases the General Fund Personal Services appropriation by \$135,420 in fiscal year 2026 and by \$146,444 in fiscal year 2027. The All Other appropriation is increased by \$6,069 in each fiscal year.

The fourth initiative provides \$25,000 in each fiscal year for training and tuition reimbursement for the Office's professional staff. Currently, there are nine positions in the bureau that require professional certifications and 12 employees that maintain professional certifications, including Certified Public Accountants (CPA), Certified Internal Auditors (CIA) and Certified Information Systems Auditors (CISA). These certifications require at least 40 hours of continuing education each year to maintain proficiency in their areas of responsibility.

The final initiative, on **page A-51**, continues and makes permanent one Public Service Manager I position in the Office of the State Controller to oversee Central Applications programs for statewide payroll services as the result of implementing the State's new human resources management system, PRISM. This is being funded through a reduction in All Other in the Central Administrative Applications program on **page A-18**.

Continues and makes permanent one Public Service Manager I position previously continued by Financial Order 03595 F5 to oversee Central Applications personal service programs and reduces All Other to fund the position. This initiative increases the General Fund Personal Services appropriation by \$154,467 in fiscal year 2026 and by \$160,849 in fiscal year 2027. This position was originally established in financial order 003137 F4 in fiscal year 2023-24. This position is responsible for directing and overseeing statewide personal services programs, providing assistance and guidance on the transition to the new Human Resources/Payroll Management System (HRMS), and directing and overseeing the payroll division in the manager's absence. All Other will be reduced to fund this position.

Risk Management (0008)

Risk Management, on page A-47, managed by the Office of the State Controller, is the internal service fund for insurance. There are 6 positions in the Risk Management Division who are committed to providing high quality insurance, loss control and claims services at the lowest possible cost to all state agencies, the State's higher educational institutions and some quasi-state agencies. The Division annually reviews the entire subject of insurance as it applies to all State property and activities (except for workers' compensation and health benefits); develops and maintains accurate records of all insured buildings and contents, State-owned vehicles, aircraft, and ocean marine equipment; and gathers and evaluates other pertinent information to properly apply insurance coverage. The Division insures 4,300 buildings; 18,500+ employees; 4,300 vehicles; 6,000 watercraft; 19 aircraft; and 20 drones.

There are two initiatives within the Risk Management-Claims program. The first initiative provides funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative provides allocation in the Risk Management Fund of \$12,333 in fiscal year 2026 and \$15,852 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupmment process results in increased billing rates to departments and agencies.

The second initiative provides allocation within the Risk Management-Claims Program, Other Special Revenue Funds account to pay attorney's fees or other costs awarded by a court against the State that are not covered by insurance.

Provides an allocation to pay attorney fees awarded by a court against the State and its departments, agencies, officers or employees and settlements of attorney's fees

without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program. This initiative establishes a \$500 allocation in the Other Special Revenue Funds account in each fiscal year.

Funding was provided to the Other Special Revenue account in Public Law 2023 Chapter 412 Part BBBB; however, the allocation was incorrectly provided in the Internal Service Fund account. This initiative corrects that misalignment going forward. This initiative was also in the Supplemental because we were asking for allocation for FY25; this request is for allocation in FY26 and FY27.

With approval from the Budget to expend funds from the Risk Management Fund for this purpose, final settlements of \$247,498.35 have been paid. Additionally, there are pending cases that may result in attorneys' fees awards that will be paid for from this account estimated/reserved at \$2,951,000. The original plan of a separate account and tracking still remains open due to the Budget account error. Making this correction will allow us to align the payments and cash in the separate OSR account as originally intended. Below is additional information provided to SLG during the supplemental work session.

The Department's original request was for \$3.5 million to pay attorneys' or other costs awarded by a court against the State, its departments, agencies, officers or employees, and settlements of attorneys' or other costs without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program.

The request was for this to be in a new, separate Other Special Revenue account, specifically to 1) separate it from the Risk Management Fund which is funded through rates, which these are not a part of because they are not otherwise insured under a deductible or self-insured retention program and 2) to separately track these payments.

The initiative was approved in Public Law 2023, Chapter 412. The accounts were correct in the Budget request (see A below) but were incorrect in the final printed enacted version (see B below). Unfortunately, neither Legislative nor Administration staff caught this in time for the errors and omissions bill.

A. Here is the submission from the Governor's Change Package and Language allocating funds in the OSR:

Please ADD the following to Part A, Section 1 of LD 258 as follows:

Administrative and Financial Services, Department of

RISK MANAGEMENT - CLAIMS 0008		2023-24	2024-25
Initiative: Provides one-time funding to pay attorneys' fees awarded by a court against the State, its departments, agencies, officers or employees, and settlements of attorneys' fees without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program.			
OTHER SPECIAL REVENUE FUNDS			
All Other		3,500,000	500
	Total	3,500,000	500

Amend LD 258 by adding the following Part:

PART BBBB

Sec. BBBB-1. Transfer from General Fund unappropriated surplus; Risk Management. Notwithstanding any provision of law to the contrary, on or before June 30, 2023, the State Controller shall transfer \$3,500,000 from the unappropriated surplus of the General Fund to the Department of Administration and Financial Services, Risk Management, Other Special Revenue Funds account to pay attorneys' or other costs awarded by a court against the State, its departments, agencies, officers or employees, and settlements of attorneys' or other costs without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program.

B. The enacted budget (PL23, c.412) allocated the funds in the Risk Management Fund in error – rather than the Other Special Revenue Funds account as identified in our submission.

Risk Management - Claims 0008

Initiative: Provides one-time funding to pay attorney's fees awarded by a court against the State and its departments, agencies, officers or employees and settlements of attorney's fees without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program.

RISK MANAGEMENT FUND	2023-24	2024-25
All Other	\$3,500,000	\$500
RISK MANAGEMENT FUND TOTAL	\$3,500,000	\$500

RISK MANAGEMENT - CLAIMS 0008

PART BBBB

Sec. BBBB-1. Transfer from General Fund unappropriated surplus; Risk Management - Claims. Notwithstanding any provision of law to the contrary, on or before June 30, 2023, the State Controller shall transfer \$3,500,000 from the unappropriated surplus of the General Fund to the Department of Administration and Financial Services, Risk Management - Claims program, Other Special Revenue Funds account to pay attorney's fees or other costs awarded by a court against the State and its departments, agencies, officers or employees and settlements of attorney's fees or other costs without court award in these cases, which are not otherwise insured against under a deductible or self-insured retention program.

Budget – Bureau of (0055)

Moving to page A-11, the **Bureau of the Budget** manages all aspects of the state budget on behalf of the Governor. The Bureau is responsible for carrying out the program initiatives of the Executive Branch within the limits of legislative oversight to achieve the most effective program outcomes and results within available budget resources. The State Budget Officer and their staff are responsible for: supporting the Governor in the submission of budget documents to the Legislature; managing the annual Work Program; and budget and position analysis and control. Since 2019, the Bureau has submitted 24 major appropriation bills, including the Maine Jobs Plan and the recent Winter Energy Relief Package.

The Bureau of the Budget also compiles and issues the Maine State Government Annual Report; is responsible for preparing and submitting the four-year revenue and expenditure forecast for the General Fund and Highway Fund; and the State Budget Officer serves as a member of the Revenue Forecasting Committee and as a member of the State Procurement Review Committee.

There are 13 positions within the Bureau of the Budget: 12 are funded by the General Fund and 1 by the Highway Fund. The combined annual budget for the Bureau is just approximately \$2.1 million.

There are two new initiatives in this Program to provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative provides General Funds of \$6,962 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor

increases, supply chain costs, and network and systems modernization and upgrades. This recoulement process results in increased billing rates to departments and agencies.

The second initiative provides General Funds of \$202 in fiscal year 2026 and \$1,544 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoulement process results in increased billing rates to departments and agencies.

Administration – Human Resources (0038)

On page A-5 is the Bureau of **Human Resources**. The Bureau is responsible for statewide human resources policy and procedure, including the administration of the State government's civil service system, employee relations activities, collective bargaining, recruitment and retention of State employees, statewide human resources programs, classification and compensation, performance evaluation, training, the State employee benefits package, deferred compensation plan, the State's workers' compensation plan, and equal employment opportunity policies and practices.

BHR includes the Division of Talent Management, Compliance Division, Office of Employee Relations, Field Services – responsible for delivering direct human resources services to most of the executive branch – as well as Office of Employee Health and Wellness and Workers' Compensation *and is supported with a General Fund appropriation of approximately \$4.6 million, most of which funds the 28 positions within the Bureau.*

There is also an Other Special Revenue account, which had been used when BHR billed agencies for training. Training is now coordinated and provided on an as needed basis and funded directly by the bureau itself and/or agencies.

There are four initiatives in this program.

The first initiative provides \$12,000 in each year for the marketing and advertising of State of Maine job recruitment. Recruitment and hiring in the public sector continues to present challenges at a national level. As part of a multifaceted approach to recruitment and retention, the Talent Management Division is requesting funds to create a marketing campaign for state careers to raise the visibility and awareness of state careers, the variety of opportunities offered, and highlight the benefits of working in Maine state government that will appeal to job seekers.

The next two initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The second initiative provides General Funds of \$1,229 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupmment process results in increased billing rates to departments and agencies.

The third initiative provides General Funds of \$7,436 in fiscal year 2026 and \$9,848 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are

higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

The final initiative on **page A-5** funds the approved reclassification of one position, and is outlined in **Appendix A**. *This initiative increases General Fund appropriations by \$9,370 in fiscal year 2026 and by \$15,220 in fiscal year 2027 for the approved reclassification of one Public Service Coordinator I position to a Public Service Manager II position in the Human Resources account.*

Workers' Compensation Management Fund (0802)

The **Workers' Compensation Management Fund** is on **page A-56**. This division of 15 provides direction, management, and technical assistance in the administration of life-impacting workers' compensation cases for all state employees within the 3 branches of government at all locations throughout the state. The Workers' Compensation Management Fund is established to provide for the expenses related to the resolution of workers' compensation claims including: records and information management; investigation; medical review; representation; rehabilitation; payment of compensation; appropriate medical expenses and other payments required by the Workers' Compensation Board; the settlement of cases; and other related and necessary expenses.

There are two initiatives in this Program that provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative increases allocation in the Workers Compensation Management Fund, an internal service fund, by \$14,228 in fiscal year 2026 and by \$8,242 in fiscal year 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services

provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

The second initiative increases allocation in the Workers Compensation Management Fund, an internal service fund, by \$96,041 in fiscal year 2026 and by \$106,121 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

Financial and Personnel Services – Division of (0713)

On page A-25 is the **Division of Financial and Personnel Services** internal services fund program, which is organized into five service centers that provide consolidated and centralized administrative, financial and personnel management services to most Executive Branch departments and agencies. There are 282 positions and an annual budget of approximately \$35 million.

There are seven initiatives in this program.

The first initiative continues and makes permanent 4 positions – one Senior Staff Accountant position, 2 Staff Accountant positions, and one Accounting Technician position within the General Government Service Center previously continued by Financial Order CV0726 F5 – to provide continued service to the Department of Education and the Office of Community Affairs and transitions those positions from Maine Jobs Plan to the Service Center on January 1, 2027. This initiative increases the

Personal Services allocation in the Financial and Personnel Services Fund, an internal service fund, by \$200,579 in fiscal year 2027 to support the positions.

The second initiative establishes 4 positions – *one Public Service Coordinator I position, one Accounting Analyst position, one Accounting Support Technician position, and one Accounting Support Specialist position* – in the Security and Employment Service Center (SESC). The SESC will be providing financial services and oversight to the newly formed Paid Family Medical Leave Office, which will pay for these positions. *This initiative increases the Personal Services allocation in the Financial and Personnel Services Fund, an internal service fund, by \$391,109 in fiscal year 2026 and by \$420,253 in fiscal year 2027 to support the positions. The initiative also provides \$19,200 in each fiscal year to support the All Other costs.*

The third initiative eliminates one vacant Accounting Analyst Supervisor position and provides funding to continue and make permanent one Public Service Manager II position *previously established by Financial Order 003851 F5* to improve the Natural Resource Service Center's ability to provide necessary financial, analysis, reporting, and fiscal management services to its agencies. *This initiative increases the Personal Services allocation in the Financial and Personnel Services Fund, an internal service fund, by \$19,980 in fiscal year 2026 and by \$21,835 in fiscal year 2027 to support the position.*

The fourth initiative provides funding to increase the hours for one Accounting Support Specialist position in the Corrections Service Center from 60 to 80 hours biweekly bringing this position to full time to provide much needed support for the workload at Mountain View Correctional Facility. *This initiative increases the Personal Services allocation in the Financial and Personnel Services Fund, an internal service fund, by \$19,009 in fiscal year 2026 and by \$20,533 in fiscal year 2027 to support the position.*

Moving to **page A-26**, the fifth initiative provides funding to align allocations with projected expenditures and available resources. *This initiative increases the All Other allocation in the Financial and Personnel Services Fund, an internal service fund, by \$119,062 in fiscal years 2026 and 2027 to support the program.*

The final two initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services,

specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The sixth initiative increases allocation in the Financial and Personnel Services Fund, an internal service fund, by \$359,589 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

The seventh initiative increases allocation in the Financial and Personnel Services Fund, an internal service fund, by \$29,657 in fiscal year 2026 and by \$31,671 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

Central Administrative Applications (Z234)

On page **A-18** is the **Central Administrative Applications** program. This program was established to segregate costs related to the State's centralized computer applications such as those used for accounting, budgeting, payroll, online document storage, hybrid work management, data warehouse and other statewide applications.

There are two initiatives in this program.

The first initiative in this Program provides funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative increases General Fund appropriation by \$5,340 in fiscal year 2026 and by \$7,959 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoulement process results in increased billing rates to departments and agencies.

The second initiative was previously discussed under the Office of the State Controller. The final initiative, on **page A-51**, in the Office of the State Controller, *which continues and makes permanent one Public Service Manager I position in the Office of the State Controller to oversee Central Applications programs for statewide payroll services as the result of implementing the State's new human resources management system, PRISM, is being funded through a reduction in All Other in the Central Administrative Applications program on **page A-18**.*

Continues and makes permanent one Public Service Manager I position previously continued by Financial Order 03595 F5 to oversee Central Applications personal service programs and reduces All Other to fund the position by \$155,821 in fiscal year 2026 and by \$162,316 in fiscal year 2027. This position was originally established in financial order 003137 F4 in fiscal year 2023-24. This position is responsible for directing and overseeing statewide personal services programs, providing assistance and guidance on the transition to the new Human Resources/Payroll Management System (HRMS), and directing and overseeing the payroll division in the manager's absence. All Other will be reduced to fund this position.

Information Services (0155)

Next, on **page A-28**, is Information Services also known as MaineIT. MaineIT provides centralized direction, coordination and oversight to information technology policy making, planning, architecture and standardization, with the focus on delivery of effective information technology services. This includes responsibilities over information technology leadership, communications, planning, financial performance management, procurement and contract management, and resource management.

The goal of MaineIT is to manage technology from the perspective of the entire enterprise, utilizing common architecture and infrastructure, ensuring a unified vision and strategic plan through effective project management, accountability and establishment of statewide priorities. The General Fund component funds areas within the Office of the Chief Information Officer and statewide initiatives such as security, business continuity, and disaster recovery planning; this includes 22 positions. The Internal Service Fund includes 425 positions and, as an internal service fund, is funded by the Executive Branch agencies that utilize any number of MaineIT's dozens of services, including radio services, telecommunications, desktop support, help desk, and applications development. Additionally, the Chief Data Officer provides data stewardship and communication to ensure valid and reliable data are protected and available for legal and ethical use/reuse for data driven decision making throughout state government. MaineIT supplements its state workforce with contractors who assist with project work and specialized technology needs.

There are twelve initiatives in this program.

The first initiative establishes one Public Service Manager II position to support the Application Team within MaineIT and provides funding for related All Other costs.

This position will serve as Deputy Director position for the Enterprise Shared Services group supporting DAFS applications and is critical to ensuring the leadership needed to deliver ongoing maintenance, support, and the establishment of modernized application platforms. This position will play a pivotal role in managing the growing complexity of DAFS application needs, ensuring these systems remain reliable, secure, and aligned with state priorities.

The state is making a strategic push toward creating enterprise application platforms—shared, scalable solutions designed to standardize and centralize key services across agencies. These platforms offer significant benefits, including reduced duplication of effort, increased efficiency, and improved service delivery to both agencies and constituents. By consolidating resources and adopting a cohesive approach, enterprise platforms also enhance security, streamline maintenance, and allow for faster implementation of upgrades and innovations.

The requested Deputy Director position will provide the leadership and oversight necessary to drive this transformation. This role will ensure that enterprise platforms are effectively developed and deployed, while also coordinating across multiple stakeholders to align application strategies with the state's goals. Additionally, the position will oversee the operational health of existing DAFS applications, ensuring they are supported and maintained to meet the evolving needs of users.

Investing in this position is essential for building and sustaining a modern, efficient IT infrastructure that supports the state's mission of delivering high-quality services while optimizing resources.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund by \$168,014 in fiscal year 2026 and by \$181,655 in fiscal year 2027.

Moving to **page A-29**, the second initiative in the program establishes one Systems Analyst position to support MaineIT's policy team and provides funding for related All Other costs.

The request to create and fund a Systems Analyst position to support the Information Technology Policy Team is necessary to fulfilling the Chief Information Officer's (CIO) responsibility to create, manage, and enforce IT policies across state government. These policies are essential for ensuring the effective, secure, and compliant use of technology in delivering services to Maine's residents.

The CIO is tasked with overseeing a broad array of IT governance functions, including the development of policies that address cybersecurity, data management, cloud usage, accessibility, and other critical areas. These policies not only provide a framework for

the consistent and secure operation of IT systems but also align technology initiatives with state and federal regulations and best practices.

A Systems Analyst will play a crucial role in this process by conducting research, analyzing current IT operations, identifying gaps, and recommending policy updates or new policies to address emerging challenges. This position will also assist in developing implementation strategies, monitoring compliance, and ensuring that policies remain relevant in the face of evolving technologies and threats.

By funding this position, the state can strengthen its IT governance framework, reduce risks, and ensure that state agencies are equipped to operate securely and efficiently within a well-defined policy environment. This investment is essential to maintaining the integrity and effectiveness of Maine's technology infrastructure.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund by \$139,738 in fiscal year 2026 and by \$150,106 in fiscal year 2027.

The next initiative establishes 2 Information Technology Consultant positions to support the Cloud Center of Excellence and provides funding for related All Other costs.

This request to create and fund two Information Technology Consultant positions for the Cloud Center of Excellence (CCoE) is necessary to advancing the state's strategic shift from legacy, on-premises application hosting to modern cloud hosting solutions. Currently, the CCoE is staffed by a single director, which significantly limits the state's capacity to provide the expertise, planning, and operational support required to drive this critical transformation.

Transitioning to cloud hosting will improve the scalability, reliability, and security of the state's IT infrastructure. Cloud solutions also offer greater flexibility to respond to evolving technology needs while reducing the long-term costs and risks associated with maintaining outdated on-premises systems. The addition of these two positions will provide the hands-on technical expertise and guidance necessary to assess, plan, and execute these migrations effectively.

These roles will establish best practices, develop standardized approaches, and provide governance for cloud adoption across the state. With this additional staffing, the CCoE will be better equipped to accelerate the transition, minimize service disruptions, and ensure a secure and efficient move to the cloud. This investment represents a critical step toward modernizing the state's IT landscape and achieving long-term cost savings and operational efficiency.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund by \$311,097 in fiscal year 2026 and by \$334,844 in fiscal year 2027.

The next two initiatives support the Constituent Portal project started with Maine Jobs Plan funds.

The first initiative continues and makes permanent one Public Service Manager III position *previously continued by Financial Order CV0751 F5 to support the Constituent Portal by transitioning the position from the Federal Expenditures Fund - ARP State Fiscal Recovery to the Office of Information Services Fund within the same program* and provides funding for related All Other costs.

This role provides the strategic leadership and coordination necessary to ensure the development and implementation of a comprehensive constituent portal that meets the needs of Maine's residents and businesses.

State governments across the country are increasingly adopting constituent portals to improve the delivery of services and enhance citizen engagement. These portals serve as a centralized, secure platform where individuals can access a wide range of state services and information, manage their accounts, and complete transactions efficiently. For Maine, the Constituent Portal will streamline interactions with state agencies, improve efficiencies, reduce redundancies, and provide a user-friendly interface that simplifies access to critical services such as licensing, benefits, and tax information.

Making this position permanent will ensure the sustained leadership needed to guide this complex, multi-agency effort, maintain momentum, and oversee the portal's long-term development and enhancement. This investment is critical to modernizing the state's digital services, improving accessibility and transparency, and delivering a seamless and secure experience for constituents.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund by \$208,009 in fiscal year 2026 and by \$215,945 in fiscal year 2027.

The next initiative establishes one Information Technology Consultant position and provides funding for related All Other costs. Currently, the Constituent Portal project is staffed solely by a director in a limited-period position (*the position discussed above*), which constrains the state's ability to support ongoing development and expand the portal's capabilities once the foundational project is complete.

In addition to the value and efficiencies mentioned above, a critical component of the portal lies in the integration and modernization of legacy applications, allowing constituents to seamlessly interact with multiple state systems through a single access point.

The IT Consultant position is key to achieving this goal by providing hands-on expertise to transition legacy applications into the portal, ensuring a smooth integration process, while maintaining the portal's reliability and security. Without this position, the state risks delays and inefficiencies in realizing the full potential of the portal. This investment will ensure that Maine's residents and businesses have access to a modern, responsive, and cohesive digital government experience.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$155,549 in fiscal year 2026 and by \$167,422 in fiscal year 2027.

The final initiative on **page A-27** establishes one Technology Support Specialist position to support the Resident Education Network within the Department of Corrections and provides funding for related All Other costs.

This initiative adds one Technology Support Professional position within MaineIT that will be stationed at the Department of Corrections. This position will be dedicated to supporting the education program to significantly enhance both operational support and security oversight. As technology becomes increasingly integrated into educational initiatives, particularly in correctional settings, the need for specialized IT expertise is critical.

This position will provide direct technical support for the education program's infrastructure, ensuring that devices, software, and networks function efficiently and reliably. It will also address technical issues promptly, minimizing disruptions to learning and ensuring that students and educators have consistent access to the tools they need.

By funding this position, the Department of Corrections demonstrates its commitment to enhancing educational opportunities while maintaining a secure and well-supported IT environment, ultimately contributing to better outcomes for program participants.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$139,738 in fiscal year 2026 and by \$150,106 in fiscal year 2027.

The first initiative on **page A-30** establishes 10 Senior Programmer Analyst positions to support applications for various state agencies and reduces All Other to fund the positions.

Creating and funding 10 Senior Programmer Analyst positions is a strategic move to ensure the timely and effective completion of critical agency work already in progress. These positions will enable the agency to maintain continuity, institutional knowledge, and long-term efficiency, all of which are essential for delivering on our commitments. By reducing the reliance on contractors by the same number, this initiative will achieve cost savings over time, as state positions typically have lower long-term costs compared to contractor rates. Furthermore, bringing this work in-house ensures better oversight, accountability, and alignment with the agency's mission and goals. This transition represents a sustainable investment in the state's workforce while addressing the immediate needs of ongoing projects.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$1,397,378 in fiscal year 2026 and by \$1,501,063 in fiscal year 2027.

The next initiative establishes 10 Systems Analyst positions to support applications for various state agencies and reduces All Other to fund the positions.

Creating and funding 10 Systems Analyst positions is critical to ensuring the successful completion of agency work already underway. These roles are essential for providing the technical expertise needed to manage, enhance, and deliver complex systems and projects that support our agency's mission. By transitioning this work from 10 contractors to permanent state employees, we will not only reduce reliance on external resources but also achieve greater cost efficiency over time, as state positions typically have lower long-term costs compared to contractor rates.

This shift will also strengthen institutional knowledge and improve continuity, as state employees are more likely to remain engaged with the agency's systems and objectives for the long term. Additionally, having dedicated in-house Systems Analysts will enhance collaboration, oversight, and accountability within project teams. This investment is a strategic step to stabilize and sustain the agency's workforce while ensuring that critical agency work proceeds without disruption.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$1,397,378 in fiscal year 2026 and by \$1,501,063 in fiscal year 2027.

The next initiative establishes one Information Technology Consultant position to support the Chief Data Officer and provides funding for related All Other costs.

The request to create and fund an Information Technology Consultant position for the Data Management and Governance Practice (DMGP) is critical for advancing statewide data initiatives and sustaining the continued development and success of this statutorily created program. Currently, the DMGP consists of just the Chief Data Officer, who is responsible for creating and implementing statewide data governance policies and standards, gathering use cases, promoting data sharing, developing enterprise scale, and helping State agencies utilize data to improve decision making. Robust and effective data governance practices are the foundation of Generative Artificial Intelligence, especially with regard to Metadata and Data Quality. According to the Project Management Institute, 70-80% of all AI projects fail due to poor quality or little to no relevant data. They are only as good as the data they rely on, making data governance absolutely critical.

The addition of an IT Consultant to the Data Management and Governance Practice significantly improves its capacity for helping State agencies harness data to improve

programs and services, identify gaps, improve business processes, and use of generative AI tools with confidence.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$155,549 in fiscal year 2026 and by \$167,422 in fiscal year 2027.

The next initiative continues and makes permanent 4 positions – 2 *Public Service Coordinator I* positions, one *Public Service Manager II* position and one *Management Analyst II* position previously continued by Financial Order CV0726 F5 and transitions the positions from Maine Jobs Plan to the Office of Information Services Fund – and provides for related All Other costs. These positions are billed to agencies and projects as the services are used. The Project Management Office provides oversight and accountability for successful project implementation by applying nationally recognized best practices to ensure projects are completed on time, within budget, and meet original goals while avoiding scope creep. The PMO provides a full array of project management services through the entire lifecycle of Projects and Initiatives critical to ensure the State's interests are met and intended outcomes are achieved.

With these limited period positions, over the last two years, the PMO has grown from managing 25-30 concurrent projects to managing over 66...at last count.

The PMO continues its effort to replace costly staff augmentation contractors with state employees. Using State employee staff allows the PMO to gain the efficiency of assigning project managers to multiple projects, the benefits of ongoing training and familiarity with state projects and processes. By using state employees, quality is increased, and dollars are saved. A contracted project manager can only work on one project at a time while state employees have consistently and effectively managed 2-5 projects at a time. High quality project management has been proven to reduce unexpected expenditures, delays, and even project failures and deliver high quality results.

These positions are crucial to the Department of Administrative and Financial Services ability to manage risk, assist agencies to deliver increasingly complex initiatives and to track and report key strategic and performance indicators.

- *Project Managers, plan, control and execute complex initiatives, minimizing risk and maximizing quality outcomes across state government.*
- *Business Process Analysts, analyze and map complex government processes; recommend and execute improvements; gather, map and test complex technology system requirements and workflows; trace and verify quality metrics.*
- *Management Analysts, manage, track and report on quality assurance, resource utilization and contractor service quality.*

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$572,316 in fiscal year 2026 and by \$615,646 in fiscal year 2027.

The next initiative in this Program provides funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically the financial and human resources service centers, outlined in **Appendix B**.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$155,631 in fiscal year 2026 and \$250,537 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

The last initiative in MaineIT provides funding to align allocations with projected expenditures and available resources.

This initiative increases the allocation in the Office of Information Services Fund, an internal service fund, by \$2,000,000 in fiscal years 2026 and 2027. This allocation increase is attributed to rent, utilities and technology costs. The allocation in this account hasn't been increased in quite some time and doing so will reduce mid-year financial orders.

Centralized Imaging Services (Z372)

Turning back to **page A-21**, the Centralized Imaging Services program, with an annual appropriation of \$500,000, exists to conduct aerial imaging acquisition and processing and Light Detection and Ranging (LIDAR) on state agency directed projects. Funds are dedicated to serve State agency data collection needs, to be prioritized and managed by a governing board internally led by MaineIT. This provides better opportunity to align data collection with the GeoLibrary Board and ensure Maine is getting the best value when acquiring aerial services.

There are no new initiatives in this Program.

Statewide Radio Network System (0112)

The **Statewide Radio Network System**, found on **page A-51**, is the debt service for the statewide radio network. Radio Operations is a division within MaineIT that procures, installs, commissions and maintains a consolidated radio communications network to provide service to all State of Maine public safety and public service users.

The baseline General Fund appropriation to cover debt service for the infrastructure and the rolling replacement of radios is approximately \$4.2 million each year.

Radio communications for public safety must be kept up to date and appropriately maintained. Financing arrangements and the accompanying debt service funds consolidate the activity to ensure the timely and continual replacement, repair and maintenance of the key infrastructure of the radio system. This system is key to keeping Maine residents safe. A consistent financing mechanism allows for the acquisition of portable radios on a rolling basis, upgrades of tower hardware, and the purchase of equipment to support tower maintenance.

There are no new initiatives in this program. But, it makes sense to discuss language **Part L** at this time as it relates to this debt service account.

Part L may be found on **language page 59**. This Part authorizes the Department of Administrative and Financial Services to enter into financing arrangements of up to \$3 million per year in fiscal years 2026 and 2027 for the Statewide Radio Network within MaineIT. This mechanism ensures the State can continually upgrade and

provide maintenance of the State's radio network serving first responders and numerous other State agencies. The cost of the financing is covered by the existing appropriation just discussed.

The last Division is the Bureau of General Services (BGS). BGS provides consolidated management and coordinated oversight for a range of property, procurement, and central services to meet the operational needs of State programs and services. BGS pursues cost-effective operations in its own activities and in the operations of other departments and agencies. BGS is comprised of eight functional divisions:

Division of Property Management; Division of Leased Space; Division of Planning, Design & Construction; Division of Safety and Environmental Services; Division of Central Fleet Management; Division of Central Services; Division of Procurement Services; and Office of State-Owned Landfill Management (under the jurisdiction of the Joint Standing Committee of Environment and Natural Resources).

Buildings & Grounds Operations (0080)

The **Buildings and Grounds Operations** program is on **page A-12**. This program ensures that facilities are safe, sanitary and healthy for those who work and visit them. This program covers both the Division of Property Management and the Division of Leased Space.

The General Fund appropriation and Highway Fund allocation support approximately 100 positions responsible for general maintenance and repairs, groundskeeping, and housekeeping as well as heating and cooling for state-owned facilities in the Augusta area representing nearly 2 million square feet. Funds in this program pay for utilities, fuel and security efforts of the buildings.

The Internal Service Fund supports 3 positions and contains the activity of the Division of Leased Space that manages 251 active leases encompassing office, warehouse, garage, storage, tower, classroom, mixed-use, and training spaces. These leases serve 38 State agencies across 68 municipalities and 5 unorganized territories. The Division's portfolio covers 2,449,737 square feet, with an approximate total value of \$30 million annually. This value includes rent, utilities, custodial services, and all other associated expenses related to leased spaces. The Other Special Revenue Fund contains activity associated with the leasing of state property to external agencies.

There are six initiatives in this program.

The first two initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, outlined in **Appendix B**.

The first initiative provides General Funds of \$58,334 in fiscal years 2026 and 2027, \$39 in the Highway Fund and \$7,854 in the Real Property Lease Internal Service Fund in each year for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupmment process results in increased billing rates to departments and agencies.

The second initiative provides General Funds of \$7,221 in fiscal year 2026 and \$17,441 in fiscal year 2027, Highway Funds of \$3,111 in fiscal year 2026 and \$4,782 in fiscal year 2027, an Other Special Revenue Funds allocation increase of \$4,476 in fiscal year 2026 and \$6,591 in fiscal year 2027, and an increase in the Real Property Lease Internal Service Fund of \$130,188 in fiscal year 2026 and \$145,954 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases

in operational costs. This recoupment process results in increased billing rates to departments and agencies.

The third initiative provides \$52,000 in each fiscal year for at-least-annual roof inspections for approximately a dozen buildings and chiller inspections on three buildings.

The funding for roof inspections, on buildings with recently replaced or soon-to-be replaced roofs, aim to proactively catch issues before they result in more costly leaks or other failures that could cause significant interior damage. *The estimate is based on the current roof inspection contract for 230 State Street, which costs \$3,000 annually. The buildings included in this plan are Cultural, Greenlaw, Ray, Deering, Marquardt, Tyson, 14 Sleeper Lane, Nash, Smith/Merrill, Cross, the Maine Criminal Justice Academy, 101 Hospital, and the State Police complex.* The funding for annual chiller inspections covers our three locations with multi-stack chillers. These inspections are detailed and time-consuming, and it's appropriate that technicians with specialized training on this equipment conduct the work.

The fourth initiative increases the allocation in the Real Property Lease Internal Service Fund by \$7,000,000 in each fiscal year. This will align allocation with anticipated revenues and mitigate financial orders that have been required in recent years.

The next initiative on **page A-13** establishes one Space Management Specialist position to assist with the increased workload associated with statutory requirements that property owners of buildings leased to the State of Maine inventory their buildings to identify the presence of asbestos, lead, black mold, radon and other substances that may be harmful to human health and to develop Environmental Protection Agency Energy Star Portfolio Manager scores into the lease structure.

The specialist will help track compliance, gather and organize necessary documentation, coordinate with property owners, and support efforts to ensure buildings meet health and energy efficiency standards. The position will be essential in keeping state properties safe and free from hazardous substances while adhering to state policies.

This initiative increases the Personal Services allocation in the Real Property Lease Internal Service Fund by \$97,255 in fiscal year 2026 and \$104,780 in fiscal year 2027.

The final initiative in this program establishes one Building Control Specialist position to provide additional security initiatives and optimal coverage across the state.

Building Control Specialists provide building oversight efforts, building access control, and backup support for the Capitol Police, and they do this as needed 24/7/365. When Building Control was established, it was responsible for 5 buildings. That number has increased to 177, covering Bangor, Augusta, Hallowell and Vassalboro and leased buildings throughout the state. The current staffing does not allow adequate coverage capacity, especially when employees are out sick or on vacation. Additionally, increased security screening at the Cross Building, State House and Cultural Building will require more coverage in the Building Control Center. Best practices would propose a minimum of 10 positions for this statewide coverage; if this proposal is approved, we'll be increasing from 7 to 8. The last time staff increased in this division was 2015.

Specifically, this position will be added to the team responsible for: supporting Capitol Police at secure screening areas with access controls and cameras; enhanced monitoring of exterior doors to ensure no bypass of screening centers; monitoring cameras and calling in law enforcement if there is a security/life safety alarm; after hours dispatching of Capitol Police, Central Fleet Management, Medical Examiner, Risk Management and Maintenance; monitoring Capitol Police movement and safety when on calls, ensuring safe completion of the call; managing and maintaining fire alarm systems and arranging fire drills at Augusta, Bangor, Vassalboro and Hallowell campuses.

Building Control is also responsible for implementing and managing the Everbridge notification system, the state-wide emergency alert notification system used to alert the state of Maine government workforce in the event of an emerging threat, emergency, or office maintenance issues in buildings; access control for thousands of doors; background checks for vendors, new employees and contractors; construction plan input for access systems and controls; monitoring the constant stream of equipment alarms for chillers, boilers, and all equipment associated with electrification and more complex systems; managing the work-order system and dispatching PMD trades; monitoring gas leak detection systems; and maintaining elevator certificates and inspections.

This initiative increases the General Fund Personal Services appropriation by \$83,266 in fiscal year 2026 and \$89,229 in fiscal year 2027.

Leased Space Reserve Fund Program (Z145)

The next program, on page A-32, is the **Leased Space Reserve Fund Program**. This fund is used to collect savings that accrue from relocation of a state agency from leased space to a state-owned facility or a relocation of a state agency from leased space to a lower-priced leased space. Funds are used to defray moving costs. There are no new initiatives in this Program.

Next is the Division of Planning, Design & Construction. This Division is responsible for capital improvement planning for facilities, architectural and engineering design procurement, and approval of design agreements, bidding of public improvement projects, and construction administration and monitoring of all the State's public improvements and public-school projects. Currently, the Division is engaged in approximately 300 active projects.

There are several programs that support these efforts, in addition to the Maine Governmental Facilities Authority.

Background Study and Market Factors

Some background on the need for funding investments to attend to state-owned facilities and infrastructure.

BGS hired a consultant, Gordian, formerly Sightlines, to conduct an extensive evaluation of the state's building portfolio in 2020. Their report concluded that the state-owned buildings managed by BGS were older than comparable state government facilities in Maine (peer institutions were the community colleges and university campuses). Thirty-three percent (594,000 square feet) of the State of Maine's owned space was built before 1885. Another 45% (810,000 square feet) was built between 1851 and 1975. Seventy-eight percent (78%) of the State's buildings (comprising 1,404,000 square feet) are more than 48 years old.

Due to chronic underfunding of maintenance, repairs, and capital improvements generally, Gordian identified a cumulative backlog in 2020 of \$87 million in immediate "catch up" costs. These funds were intended to address systems and facilities that had

met their useful life and required full replacement. To maintain a “steady state” of all systems, \$8 million in “keep up” costs was needed annually.

In 2022, the “catch up” number increased to \$124 million and the cost to “keep up” building conditions increased to \$9 million annually. Inflation, scarcity due to supply chain issues, and the cost of labor are responsible for the increase, which generally reflects the inflation factor used in the construction industry of 10% per year. However, in today’s market, a 10% annual increase continues to be optimistic.

It's important to note that the \$124 million is not all inclusive. Gordian's 2022 numbers do not and could not reflect two major factors that will increase the total costs. First, renovation costs are substantially underestimated if asbestos or other hazardous materials, and/or dangerous conditions prevent full access to the buildings. This can conceal degradation and obsolescence of electrical, plumbing, mechanical, and structural systems. This was the case at the Cultural Building and the Stone Buildings. Second, the cost of hazardous materials remediation. Gordian was not tasked with assessment of hazardous materials, so the cost to remediate is not included in the report and would be in addition to the \$124 million. These costs can be extensive. Additionally, the cost estimates did not include Mackworth Island or the Dorothea Dix Psychiatric Center, both of which require substantial facility work measured in the tens of millions of dollars. Nor do the estimates include civil projects such as retaining wall repairs, tunnel efforts, or the ongoing remediation of Dolby Landfill contaminated leachate.

Capital Construction/Repairs/Improvement – Admin (0059)

On page A-17 is the baseline for the **Capital Construction/Repairs/Improvement – Admin** program. This program supports the preliminary work of planning and design of the large improvement projects managed by the Division of Planning, Design & Construction. *The General Fund baseline budget is \$301,836. This Program also has an Other Special Revenue allocation in the rare case of private contributions made in support of state facilities.*

There is one initiative in this Program to provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, outlined in **Appendix B**.

The first initiative provides General Funds of \$2,047 in fiscal years 2026 and 2027, for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

Public Improvements – Planning/Construction – Admin (0057)

The next program, **Public Improvements – Planning/Construction – Admin**, is on page **A-41**. This program covers the 11 staff in the Division of Planning, Design & Construction and the Division of Safety and Environmental Services. As previously highlighted, the Division of Planning, Design & Construction staff are responsible for the planning, design and construction administration of all the state's public-school projects and the state's facility improvements. They manage the procurement process for architectural and engineering contracts, conduct the bidding for construction, and monitor construction projects. The Division of Safety and Environmental Services provides hazardous material (asbestos, lead, mold, mercury, PCBs) and indoor air quality assessment and mitigation oversight services for facilities and serves as the lead agency of the State for these matters. The annual budget is approximately \$2.8 million.

There is one initiative in this Program to provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology, outlined in **Appendix B**.

The first initiative provides General Funds of \$90 in fiscal years 2026 and 2027, for statewide technology services provided by MaineIT.

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Bureau of General Services – Capital Construction & Improvement Reserve Fund (0883)

The next program, on **page A-15**, is the baseline budget for the **Capital Construction & Improvement Reserve Fund**. This fund is used for the receipt and expenditure of funds earmarked for major capital improvements, repairs, and renovation of state government owned facilities. The funding is necessary for repair, replacement, and renovation including: parking garage repairs; plumbing and electrical issues; roof replacements and repairs; mold, lead, asbestos and water testing; walkway repairs; septic system maintenance; building envelope repairs; drainage upgrades; site work; above- and below- ground infrastructure; paving improvements and striping; master plan updates; masonry repointing; window replacements; space planning; mechanical system upgrades; painting, flooring, carpeting, lighting repairs and updates; retaining wall maintenance; remediation efforts; and capital asset management planning.

These funds are more flexible than other capital improvement funds, such as Maine Governmental Facilities Authority (MGFA), allowing us to more nimbly respond to emergencies or unplanned events, such as a failed system or building envelope issue. These funds can also be used for project assessment, which helps us more strategically assign our MGFA funds; design facility upgrades and improvements in advance of the issuance of MGFA funds, allowing the MGFA projects to go to bid as soon as funds are available; and demolition, which MGFA does not cover.

The funding for this account is a bit sporadic. *Public Law 2015, chapter 267, Part L-8 amended the statute that prioritized year end transfers, otherwise known as “the cascade”, by eliminating the transfer to this program. Prior to this elimination, at the close of each fiscal year following certain other transfers, 10% of the remaining excess revenues were transferred to this fund to support necessary projects and improvements related to state owned properties. Also, there is an Other Special Revenue account for proceeds from the sale of state buildings and property, which has spent down to nearly zero, meant to be used to support maintenance. Deposits are not consistent as sales of state property are infrequent and even when available cover only a small fraction of the need.*

Happily, Public Law 2021, chapter 398, Part SSS transferred \$50,000,000 from the unappropriated surplus of the General Fund to the Other Special Revenue Funds account in this program for the purpose of funding unmet capital construction and repair needs for state-owned buildings. Having said that, these funds have been fully obligated, with a number of projects completed. Therefore, requests for ongoing maintenance funding will be necessary in future budgets.

The first initiative in this Program provides funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology, outlined in **Appendix B**.

The first initiative provides General Funds of \$39 in fiscal years 2026 and 2027, for statewide technology services provided by MaineIT.

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The second initiative provides \$500,000 each year for testing and remediation of asbestos, lead, black mold, radon and other substances that may be harmful to human health (5 MRSA § 1742-G). The funding also supports BGS' Division of Safety and Environmental Services' longstanding responsibilities (§1742-E) to provide asbestos, lead and indoor air quality assessment and mitigation services. These are critical activities and are often provided in response to calamitous incidents such as water damage caused by broken or frozen pipes or excess humidity.

Next is more information on the Maine Governmental Facilities Authority (MGFA).

The Maine Governmental Facilities Authority (MGFA) was created in 1997 to assist with financing the acquisition, construction, improvement, reconstruction, and equipping of additions to governmental facilities. *The authority is governed by five members including the State Treasurer, the Commissioner of Administrative and Financial Services, and three members appointed by the Governor. The MGFA issues securities on behalf of the Executive, Legislative, and Judicial Branches to fund large projects essential to governmental operations.*

Under the MGFA process, the Commissioner of Administrative and Financial Services identifies projects essential to Executive Branch operations, obtains legislative approval for borrowing, and designates those projects to the MGFA Board for issuance of securities.

MGFA funding is a critical tool that allows DAFS to address the deteriorated condition of the State's old and chronically underfunded facilities, often allowing for an adaptive reuse to address current agency needs. Funds are used to address hazardous material abatement, building envelope repairs and restoration, improvements at state-owned landfills to reduce contaminated leachate, and to plan for and construct replacement structures in the rare case where a specialized use has outgrown the existing building's capacity.

Debt Service – Government Facilities Authority (0893)

The baseline budget for the next program, **Debt Service – Government Facilities Authority**, may be found at the top of **page A-22**. This program provides funding for annual principal and interest payments in support of capital construction and renovation of state facilities. These funds provide the means to assist Maine State Government in

financing the construction and equipping of facilities by providing access to the tax-exempt bond market. The annual appropriation in this account is nearly \$28 million.

MGFA Funds 2019-2025

In addition to the \$50 million capital repairs infusion, there have been three legislatively authorized MGFA borrowings to attend to state-owned properties. We've also created Master Plan documents for the Capitol Area and Mackworth Island, and the one for the Dorothea Dix Campus is in progress. I won't read all of the below, but we've accomplished much outlined in the "catch up, keep up" report. In addition to the below, there is additional information on our progress in the DAFS Overview document, pages 40-46.

Since 2019, three legislatively authorized MGFA borrowings have, are or will fund full renovations of long-neglected buildings (the Ray Building, 221 State Street, and the Greenlaw Building); abatement, repair and replacement of some major systems in the Cultural Building to restore it to functionality; and the first phase of work on the Stone Building. Important work included extensive building envelope work at the Maine Criminal Justice Academy; replacement of several badly deteriorated roofs (Tyson Building and 6 Elkins Lane, to which some Maine State Archives collections were relocated); and masonry work to secure Cross Building granite panels, many of which were held on with metal bands. Funds were also used on Phase II and III of the project to remediate contaminated leachate at Dolby Landfill, acquired in 2011, and to fund a new Office of Chief Medical Examiner facility as the current building is obsolete, does not have an isolation area for communicable diseases, and is no longer able to support the number of autopsies required.

Public Law 2023, chapter 412 authorized \$71.05 million to fund: continued efforts to address extensive building envelope and mechanical needs at the Maine Criminal Justice Academy; phase IV of the Dolby landfill capping project; the next phase of the Stone Building renovation (abatement and mechanical work); the next phase of roof edge and flashing work on the Center Building; some interior work to restore an old auditorium that will serve as conference space on the East Campus; remediation and closure of East Campus tunnels; renovation of several long-neglected small historic buildings occupied by the Maine Arts Commission, Maine Historic Preservation Commission, and the Secretary of State; and structural work at a storage barn within the Dorothea Dix Psychiatric Center campus, turned over to BGS in poor condition

when no longer used by the hospital, window repairs and replacements at the Bureau of Motor Vehicle Building; a security screening facility at the Cross Building; security fencing at the Blaine House; insulation and window repairs at the Cross Building; the next phase of work at Stone Building (windows and interior renovations); renovation work to the former Inland Fisheries & Wildlife Building on the Bangor Campus; and a replacement of mechanical equipment at the Crime Lab.

A second authorization in chapter 412 authorized \$39.5 million for the purpose of paying the costs associated with the planning, design, renovation, abatement, construction, financing, furnishing and equipping of new and existing facilities to serve as a headquarters for the Department of Inland Fisheries and Wildlife.

It is important to note that these project lists are based on what we know today. BGS will shift as needed to accommodate bids in this unpredictable market, supply chain issues, contractor availability, and emergency needs.

MGFA Requests FY 26-27 Biennial Budget

All this to say...We have made significant improvements to state-owned facilities. But there is still much to do and it is imperative to continue these critical infrastructure investment efforts. Therefore, in the biennial budget, DAFS is requesting authority for two MGFA tranches.

It makes sense to talk about **Part J** here as it relates to MGFA borrowing.

The first initiative on **page A-22** provides \$2 million beginning in fiscal year 2027 for annual principal and interest payments on funds borrowed through the Maine Governmental Facilities Authority in support of **Part J-3 and J-4**, beginning on **language page 57**, which authorizes the issuance of \$25,000,000 for capital repairs and improvements to state-owned correctional facilities, specifically roof repairs and replacements and HVAC systems upgrades and replacements. This will not be enough funding, but it will allow us to attend to the most critical issues and do a thorough study to allow us to prioritize these and future efforts.

The second initiative on **page A-22** provides \$4.5 million beginning in fiscal year 2027 for annual principal and interest payments on funds borrowed through the Maine Governmental Facilities Authority in support of **Part J-1 and J-2**,

on **language page 57**, which authorizes the issuance of up to \$56 million for another round of capital improvements, specifically focusing on health and safety efforts. These include: \$2 million for the State House for radon remediation, improved ventilation systems, and the tunnel leak repairs; \$2 million for the Cross Office Building HVAC maintenance, repairs, and replacement components and another \$6 million for replacement of “the worst of” the windows; \$5 million for the Bureau of Motor Vehicles building on Hospital Street to repair and replace: air handlers, leaky windows, draining issues, leaking pipes, and other remediation efforts related to these issues; \$10 million to repair the causeway linking Falmouth mainland to Mackworth Island (up to \$7 million has been approved as reimbursable by FEMA); \$4.1 million for roof replacements at 6 buildings; design and renovations to the old OCME building; \$3 million to repair wet basement issues at Tyson; as well as code updates at Center Building, ongoing work at Greenlaw, core storage for the Department of Agriculture, Conservation and Forestry, and improvements at Bigelow Lodge and the Maine Forest Service building in Greenville; among other items.

One more note before we leave this Division, the Cultural Building has officially received its letter of occupancy, and the Museum, Library and Archives are busy moving in.

Lead By Example

There is one initiative on **page A-32** for the Lead By Example program. Language to establish this program was a part of the Governor’s proposed Supplemental Budget (LD 209) as **Part D on page 2** of the language document, but not a part of the Legislature’s current bill. We will include that language in the Change Package. The initiative on **page A-32** establishes a \$500 allocation in the Lead by Example program, Federal Expenditures Fund and a \$250,000 allocation in the Other Special Revenue Funds account.

The Lead by Example program is established to focus on statewide energy data, strategic energy purchases and development of renewable energy projects, and serve as a competitive, revolving grant program for State agency renewable energy projects, purchase of electric vehicles, construction of electric vehicle charging stations, and initiatives that support maintenance, upgrades and upkeep of renewable energy systems. The program will receive any direct reimbursement of the costs of renewable energy projects under state or federal programs, including the IRS Elective Pay

reimbursement program established under the Inflation Reduction Act of 2022. Part D also authorizes the Department of Administrative and Financial Services, through the Bureau of General Services, to purchase, retire, and sell renewable energy credits.

Central Fleet Management (0703)

The next Division is **Central Fleet Management** on page A-19. The Central Fleet internal service fund coordinates the purchase, use and disposal of the state's vehicles. Funds in this program are used to purchase vehicles and equipment, pay for maintenance, fuel and insurance and maintain adequate staffing to provide fleet support services and analytical reporting of fleet costs. This service and the vehicles themselves are supported through the fees paid by user agencies.

There are 17 positions within the Central Fleet Management Central Motor Pool Internal Service Fund account; the annual budget is just over \$103 million.

There are three initiatives in this program.

The first initiative increases the allocation in the Central Motor Pool Internal Service Fund by \$3,605,179 in each fiscal year. This will align allocation with anticipated revenues and mitigate financial orders that have been required in recent years.

The other two initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The second initiative increases the allocation in the Central Motor Pool, an internal service fund, by \$8,090 in fiscal year 2026 and by \$7,490 in fiscal year 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services

provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoupment process results in increased billing rates to departments and agencies.

The third initiative increases the allocation in the Central Motor Pool, an internal service fund, by \$2,224 in fiscal year 2026 and by \$6,127 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

Next is the Division of Central Services.

Central Services – Purchases (0004)

The Central Services - Purchases Program, on page A-20, is an Internal Service Fund funded by fees charged to its customer agencies. The 33 staff are responsible for managing central services in the areas of Postal Services and Surplus Property.

The State Postal Center provides a wide range of mail services for 153 separate State locations, including interoffice mail. The Postal Center handled more than 7.75 million pieces of outgoing mail, 4.7 million pieces of incoming mail, and some 54,000 parcels/signature-required items during 2024.

The Surplus Property Division disposes of state surplus property that is no longer needed by the department that purchased it. The Division conducts daily sales, property offered for bid, periodic public sales, and public auctions. Additionally, federal surplus property is obtained for donation to qualifying state, public or non-profit organizations

throughout Maine. In 2024, Surplus Property sold 385 vehicles/large equipment through electronic auction. Total sales exceeded \$1.25 million.

There are no new initiatives in this program.

Purchases – Division of (0007)

The next program is on **page A-42**. The **Division of Purchases** procures materials, supplies, equipment and services that represent the best value to the State of Maine. The Division has responsibility under law to make purchases on behalf of all departments and agencies of State Government, with consideration to life cycle, delivery, quality and price. The Division of Purchases provides for open and competitive bidding in the procurement of goods and services to the greatest extent possible. The budget for this program is approximately \$2.3 million each year and supports 13.5 positions.

There are five initiatives in this program.

The first two initiatives in this Program provide funding to support the centralized services provided by the Department of Administrative and Financial Services, specifically technology and the financial and human resources service centers, which are outlined in **Appendix B**.

The first initiative provides General Funds of \$33,677 in fiscal years 2026 and 2027 for statewide technology services provided by MaineIT.

MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput. MaineIT is established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. MaineIT expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs, including vendor increases, supply chain costs, and network and systems modernization and upgrades. This recoulement process results in increased billing rates to departments and agencies.

The second initiative provides General Funds of \$1,245 in fiscal year 2026 and \$2,655 in fiscal year 2027 to support the program's share of the cost for the financial and human resources service center within the Department of Administrative and Financial Services.

Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies. Service Centers are established as an internal service fund intended to recoup their costs through billings to departments and agencies for services provided. The Service Centers expenses are higher due to negotiated and benefit changes to Personal Services as well as increases in operational costs. This recoupment process results in increased billing rates to departments and agencies.

The third initiative establishes one Public Service Coordinator I position to provide support for Freedom of Access Act requests and administrative appeals hearing coordination, documentation aggregation, and legal communications. There have been an ever-increasing number of FOAA requests requiring timely and time-consuming responses. Additionally, administrative appeals require a considerable amount of specialized communication, hearing coordination/organization according to statute and rule, and evidentiary documentation with appellant and state agency legal counsel. While we continue to work toward electronic documents, in both of these areas, much of the work still requires page by page review of thousands of pages of potentially responsive documents.

This initiative increases General Fund appropriation by \$122,938 in fiscal year 2026 and \$132,198 in fiscal year 2027.

The fourth initiative funds an approved position reorganization, outlined in **Appendix A**.

Provides funding for the approved reorganization of 2 Public Service Manager I positions from range 27 to range 30. This initiative increases General Fund appropriation by \$17,833 in fiscal year 2026 and \$24,428 in fiscal year 2027.

The last initiative (continues and makes permanent one Public Service Coordinator I position, continued by Financial Order CV0726 F5 and transfers the position from the Federal Expenditures Fund - ARP State Fiscal Recovery to the Bureau of Purchases General Fund on January 1, 2027) was included in error and will be removed in the change package.

I will now turn to language parts related to the Department of Administrative and Financial Services not yet covered in testimony.

Part J starts on **language page 57**. This Part authorizes the Maine Governmental Facilities Authority to issue additional securities up to an amount of \$56,000,000 to pay for the costs of health and safety capital repairs and improvements to state-owned facilities and \$25,000,000 to pay for costs associated with roof repairs and HVAC systems at state-owned correctional facilities.

Part K may be found on **language page 58**. This Part authorizes the Department of Administrative and Financial Services to enter into financing arrangements up to \$13.5 million per year in fiscal years 2026 and 2027 for the acquisition of motor vehicles for the Central Fleet Management Division. The debt service for this Part is included in the baseline of the Central Fleet Management program on **page A-19**.

Part L is on **language page 59**. This Part authorizes the Department of Administrative and Financial Services to enter into financing arrangements up to \$3 million per year in fiscal years 2026 and 2027 for the acquisition of portable radios, upgrades of tower hardware, and the purchase of equipment to support tower maintenance for the Statewide Radio Network within Maine Information Technology. This mechanism ensures the State can continually upgrade and provide maintenance of the State's radio network serving first responders and numerous other State agencies. The radios are on a rolling refresh schedule. The debt service for this Part is included in the baseline of the Statewide Radio Network System program on **page A-51**.

Part M is on **language page 59**. This Part authorizes the Department of Administrative and Financial Services to enter into financing arrangements up to \$8 million per year in fiscal years 2026 and 2027 for improvements to the State's technology infrastructure and data centers; purchase of enterprise software; modernization of databases, storage and other components; and improved security of personally identifiable information and other confidential data. The debt service for this Part is included in the baseline of the Information Services program on **page A-28**.

Part N is on **language page 60**. This Part authorizes remaining balances in the Department of Administrative and Financial Services, Debt Service – Government Facilities Authority program and Central Administrative Applications program to carry each fiscal year.

Part BBBB is on language page 126. This Part directs the Department of Administrative and Financial Services to seek reimbursement from the Federal Emergency Management Agency for costs to repair the Mackworth Island causeway. The causeway suffered significant storm damage during the winter of 2024-2025 and has been approved as a declared disaster eligible project by FEMA. Entities must pay up front and then seek FEMA reimbursement. Any reimbursement received must be deposited into the Capital Construction & Improvement Reserve Fund, Other Special Revenue Funds account for capital improvements and repairs on State-owned facilities.

This concludes my testimony. Thank you.

APPENDIX A: Reclasses/Reorgs/Range Changes

Civil Service Rules require the Director of the Bureau of Human Resources to maintain the classification plan and establish the processes and procedures with which to do so. There is a long-standing process in place to evaluate proper classification of positions and determine through a functional job analysis whether a position meets the requirements for reclassification, including any pay adjustment. The State's collective bargaining unit agreements include negotiated language related to this process. Actions may include changing classification or keeping the same classification but changing pay range (usually referenced in blippie as range change). Requests may be employee initiated (usually referred to as reclass) or management initiated (usually referred to as reorganization). Approved employee-initiated actions include a retroactive pay component back to the date the request was signed. Reclass/reorg/range change initiatives in Part A of the budget are necessary to fund these approved actions, which is required before the action can be processed and paid. Reclass initiatives in Part B are self-funded.

Page	Program	Fund	FY26 Amount	FY27 Amount
A-5	0038 – Administration Human Resources	GF	9,370	15,220
A-43	0007 – Purchases	GF	17,833	24,428

APPENDIX B: Centralized Services

The Department of Administrative and Financial Services (DAFS) develops, delivers, and maintains centralized government systems that support the financial, human resource, physical and technological infrastructure of state government. The services are billed to agencies through Internal Service Funds

All components of an internal service fund, including staff, All Other and capital, are included in Internal Service Fund budgeting. Personal Services increases the result of collective bargaining, or any other Personal Services action, as well as increases to All Other costs for various reasons, including vendor increases or supply chain costs, etc. impact these budgets. Internal Service Funds are meant to recover the costs of providing the service. DAFS bills agencies for these services and the agencies pay the bills with All Other funds.

In this biennial budget, DAFS has adjusted these rates for all of the reasons outlined above, but primarily the result of significant collective bargaining efforts approved by the Governor and Legislature. Agency All Other funds are not increased in the baseline to reflect the increased costs of the Internal Service Funds, so statewide all agencies will include initiatives for additional All Other to cover these services.

DAFS Centralized Services Internal Service Funds include:

- Service Centers within DAFS provide centralized accounting, payroll, budgeting and human resources services to departments and agencies.
- MaineIT is responsible for the delivery of safe, secure, and high-performing networks and systems to State Agencies for daily performance of their missions for the citizens of Maine. IT enterprise functions benefiting all state agencies are managed through this office to ensure consistency, volume discount efficiencies, and optimum performance and throughput.
- Central Fleet Management (CFM) within DAFS centrally procures, distributes and disposes of passenger and light truck vehicles. CFM handles many aspects of vehicle service including writing vehicle specifications, ordering vehicles,

providing drivers with maintenance schedules, service assistance, fueling resources, insurance protection, and accident information processing.

- The Division of Risk Management within DAFS provides high quality insurance, loss control and claims services to all state agencies, the State's higher education institutions and some quasi-state agencies at the lowest possible cost.
- The Division of Leased Space manages leases encompassing office, warehouse, garage, storage, tower, classroom, mixed-use, and training spaces.
- Central Services within DAFS provides a wide range of mail services, including interoffice mail, as well as disposition of state surplus materials and equipment no longer needed by the state agency that purchased them. This group also manages federal surplus property.

Department of Administrative and Financial Services

Page	Program	Service	Fund	FY26 Amt	FY27 Amt
A-38	0718	MaineIT	GF	8,997	8,997
A-38	0718	SC	GF	2,502	3,788
A-50	0056	MaineIT	GF	50,999	50,999
A-50	0056	SC	GF	3,107	5,233
A-47	0008	SC	ISF	12,333	15,852
A-11	0055	MaineIT	GF	6,962	6,962
A-11	0055	SC	GF	202	1,544
A-5	0038	MaineIT	GF	1,229	1,229
A-5	0038	SC	GF	7,436	9,848
A-56	0802	MaineIT	ISF	14,228	8,242
A-56	0802	SC	ISF	96,041	106,121
A-26	0713	MaineIT	ISF	359,589	359,589
A-26	0713	SC	ISF	29,657	31,671
A-18	Z234	SC	GF	5,340	7,959
A-30	0155	SC	ISF	155,631	250,537
A-12	0080	MaineIT	GF	58,334	58,334
A-12	0080	MaineIT	HWF	39	39
A-12	0080	MaineIT	ISF	7,854	7,854
A-13	0080	SC	GF	7,221	17,441
A-13	0080	SC	HWF	3,111	4,782
A-13	0080	SC	OSR	4,476	6,591
A-13	0080	SC	ISF	130,188	145,954
A-17	0059	MaineIT	GF	2,047	2,047
A-41	0057	MaineIT	GF	90	90
A-15	0883	MaineIT	GF	39	39

Page	Program	Service	Fund	FY26 Amt	FY27 Amt
A-19	0703	MaineIT	ISF	8,090	7,490
A-19	0703	SC	ISF	2,224	6,127
A-42	0007	MaineIT	GF	33,677	33,677
A-42	0007	SC	GF	1,245	2,655

APPENDIX C: Allocation Adjustments

Adjusts funding to align with revenue projections from the December 1, 2024 Revenue Forecast Committee forecast.

Office of Treasurer of State

Page	Program	FY26 Amt	FY27 Amt
NONE			



Department of Administrative & Financial Services
Kirsten LC Figueroa, Commissioner

**Department Orientation Prepared for the
Joint Standing Committee on State & Local Government
January 27, 2025**

Anya Trundy, Deputy Commissioner, Chief of Legislative Operations

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Department of Administrative and Financial Services

Overview

The Department of Administrative & Financial Services (DAFS) is a broad-reaching innovative service organization serving the executive, legislative, and judicial branches of State government, all State agencies, and the public. Acting as the central nervous system of state government, DAFS is focused on the development, delivery, and maintenance of centralized government systems that sustainably support the financial, technological, human resource, environmental and infrastructure health of state government for the benefit of the public and our fellow state agencies and employees.

DAFS is a large and wide-reaching department: we consist of 10 divisions; 7 of which report to the Joint Standing Committee on State and Local Government; are comprised of approximately 1,200 positions; and our work intersects with every department, agency and branch of state government.

DAFS has six committees of jurisdiction – plus significant interaction with the Joint Standing Committee on Appropriations & Financial Affairs.

DAFS serves as the principal fiscal advisor to the Governor; provides statewide economic forecasting, revenue projections, and demographic analyses; prepares the Governor's budgets, informs the Legislature's appropriation deliberations, and implements the enacted budget. For all Executive Branch departments and agencies, we provide financial management and accounting services, including payroll, processing transactions, grant management and reporting, financial reporting and analysis, review of internal controls and internal audit services, establishing uniform processes and adherence to best practices across state government, thereby eliminating the need for each department and agency to maintain their own internal accounting expertise.

We are responsible for oversight of all aspects of the civil service system; workforce recruitment, development, and retention; adherence to personnel policies and administration of the classification and compensation systems; negotiation of collective bargaining agreements and employee relations policy; and employee health and wellness and workers' compensation.

We maintain all State-owned buildings and grounds; manage new construction, renovations and repairs, and procurement of leased space; provide centralized purchasing of services, supplies, materials, and equipment for departments and agencies; oversee the State's fleet of passenger and light truck vehicles; attend to the disposition of surplus property; and ensure mail delivery to all of state government.



We furnish over 12,000 State employees and contractors with the computers, software, email and IT support services that enable them to do their jobs; protect the State's networks, services, application systems, and end-user computers from cybersecurity threats; develop custom applications to meet agencies unique needs; and provide local and cloud hosted data storage and management that protects the confidential information constituents have entrusted to their government.

The following seven divisions fall under the jurisdiction of the Joint Standing Committee on State and Local Government and their operations are detailed in this report:

- Office of State Economist
- Office of the State Controller
- Bureau of the Budget
- Bureau of Human Resources, *excluding the Office of Employee Health and Benefits and the Office of Workers' Compensation*
- MainelT (Office of Information Technology)
- Bureau of General Services
- Division of Financial and Personnel Services (Financial/Human Resource Service Centers)

The remaining three divisions, as well as the Offices of Employee Health and Benefits and Workers' Compensation within the Bureau of Human Resources and the State-Owned Landfill Management fall under the jurisdictions of other joint standing committees and are therefore not included in this report.

- Maine Revenue Service (TAX)
- Bureau of Alcoholic Beverages and Lottery Operations (VLA)
- Office of Cannabis Policy (VLA))
- Office of Employee Health and Benefits (HCIFS)
- Office of Workers' Compensation (LBHS)
- State-Owned Landfill Management (ENR)

DAFS employees are respected as conscientious stewards of the State's assets: financial, technological, human, physical, and natural. We are valued for the professional expertise and cooperative support we bring in assisting State departments and agencies to efficiently, effectively, and economically fulfill their important missions.



DAFS Mission, Vision, Values

The Department's mission is to serve the public and deliver quality, essential services to state government by providing leadership and accountability and performing with the highest level of collaboration and confidence. In alignment with Governor Mills, in our daily interactions people will find an open door, an open mind, and an open heart.

Our mission: To serve the public and deliver essential services to state government.

Our vision: Provide quality services, leadership, and accountability, and perform in a manner warranting the highest level of public confidence.

Our values: Excellence, teamwork, and innovation; open and continuous communications; diversity, integrity, and humor; a helpful, courteous, and positive attitude; personal and professional growth; pride in our work; leading by example toward environmental sustainability; respect for our fellow State employees and the constituents we serve.

How we get there:

Provide quality services by:

- Partnering with State agencies to meet mutual objectives.
- Delivering products and services on time and in a professional manner.
- Enhancing knowledge of and access to services.

Provide leadership and accountability by:

- Promoting state-of-the-art systems.
- Assisting the Legislature and State agencies in meeting their fiscal, human resources, technology, and operational responsibilities.
- Managing revenues, resources, and costs to ensure accountability in the State of Maine's financial performance.

Perform in a manner warranting the highest level of public confidence by:

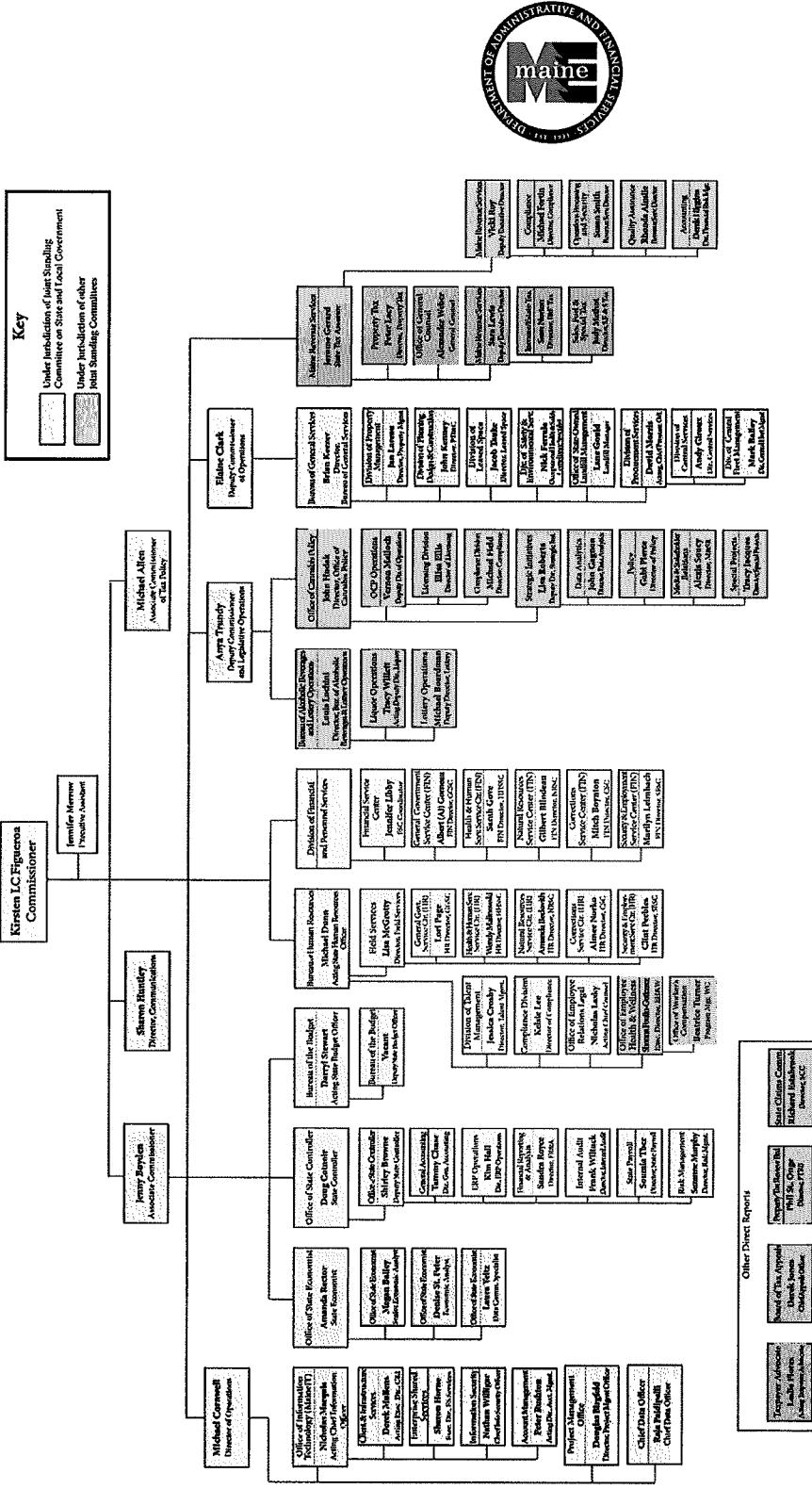
- Promoting excellence, innovation, communication, and teamwork.
- Recognizing the abilities and achievements of State employees.
- Inspiring others to be environmentally friendly by promoting sustainability at work and at home.

Lead by Example:

DAFS is uniquely poised, given our core functions, to play a principal role fulfilling Governor Mills' charge to State Government to lead by example.

- Promoting sustainability, renewable energy, and environmentally conscious practices
- Embracing and promoting accessibility, inclusion and belonging

Department of Administrative and Financial Services





Office of the Commissioner

Kirsten LC Figueroa, Commissioner

Generally, the Office of the Commissioner provides strategic direction for the various bureaus and divisions of DAFS including policy direction, legislative relations, gubernatorial relations, federal relations, coalition building, external affairs, media relations, transparency and accountability efforts, Freedom of Access Act requests within various divisions, and other policy and communications efforts. Each bureau within DAFS reports to the Commissioner's Office.

This work is performed by:

- Deputy Commissioner of Operations Elaine Clark
- Deputy Commissioner and Legislative Operations, Anya Trundy
- Associate Commissioner, Jenny Boyden
- Associate Commissioner of Tax Policy, Michael Allen
- Director of Operations, Michael Cornwell
- Communications Director, Sharon Huntley
- Executive Assistant, Jennifer Merrow

The team is led by Kirsten LC Figueroa, who was appointed by Governor Janet Mills as the Commissioner of the Department of Administrative & Financial Services. In this role, Figueroa is responsible for the development of the State of Maine's budgets, coordinating the financial planning and programming activities of State agencies, overseeing the administration of tax laws, directing technology services and infrastructure, advising the Maine Legislature on the financial statutes of State government, and the recruitment and retention of one of Maine's largest and most diverse workforces.

Named a "State Female Administrator to Watch" upon her appointment, Figueroa has a long career of public service and fiscal leadership, having previously served as the Chief of the Administrative Services Division at the Office of the Attorney General, as Director of Administrative Services for DAFS' Division of Financial and Personnel Services, and as Finance Director for DAFS' Office of Information Technology.

In addition, Figueroa served as Chief Financial Officer at Dirigo Health Agency and Deputy Commissioner of Finance for the Maine Department of Health and Human Services (DHHS). At DHHS, Figueroa oversaw that department's budget, accounting, and audit functions, and was responsible for developing and managing the department's \$3.3 billion budget.

Figueroa also served as the Chief Financial Officer of Avesta Housing and as the Energy and Housing Services Program Director for the Maine State Housing Authority. She is a graduate of Southern New Hampshire University, where she earned a B.S. in business administration and accounting.



Office of the State Economist

Amanda Rector, State Economist

The Office of the State Economist is responsible for tracking and analyzing economic and demographic trends in support of policy development. The Office maintains various modeling and analytical tools with the capability to do economic impact analysis, demographic projections, long-term and short-term economic forecasting, and statistical analysis.

As designated by statute, the State Economist is a member of the Revenue Forecasting Committee (currently serving as chair) and the office provides staff support for both that committee and the Consensus Economic Forecasting Commission. The Office also serves as a liaison between the state and the U.S. Census Bureau, including designation as the State Data Center lead agency for Maine.

The Office provides technical assistance with and responds to requests for economic and demographic data along with maintaining interactive web-based tools and dashboards containing key data from various sources.

The Office also collaborates with economists in other parts of State government, such as the Maine Department of Labor and Maine Revenue Services.

Highlights include:

- State Economist Amanda Rector is a highly respected and sought-after spokesperson for the Maine State economy. She has given many speaking engagements, both in-person and remote, over the past several years: 31 in 2022, 46 in 2023, and 27 in 2024 for events such as the Mainebiz Five on the Future Economic Outlook Forum, Maine Revenue Services State Tax Symposium, Bangor Regional Chamber of Commerce Economic Summit, and the Maine Medical Association President's Retreat. Both the Senior Economic Analyst and Economic Analyst in the Office also give occasional presentations.
- Senior Economic Analyst Megan Bailey led the survey design, implementation, and analysis for PL 2023, Ch. 55, Resolve, to Study the Creation of a State Employee and Legislative Child Care Center. She also has set up various economic analyses, such as location quotients, shift-share analysis, and birch index, at a state and county level to allow the Office to more effectively speak to regional economic trends.
- Economic Analyst Denise St. Peter, through her role as State Data Center lead, has organized several free Census data trainings for a diverse audience of data users and stakeholders including other state agencies, local governments, public libraries, universities, and nonprofit organizations. In response to requests from data users, she



has worked to add more sub-state data and visualizations to the Office's presentations, reports, and dashboards.

- Data Communications Specialist Laura Yeitz has developed a series of new interactive dashboards and visualizations for the Office's website, with a particular focus on demographic data. She has also led the Office's efforts to provide improved communications to the public, creating an email signup on the website and publishing more reports, analyses, and visualizations through newsletters.

What's ahead for 2025:

The Office of the State Economist team is continuing to focus on increasing the accessibility and understanding of demographic data from the U.S. Census Bureau as well as devising and publishing charts, tables, and other visual representations that will bring value for the public.

- Senior Economic Analyst will finalize the development of a coincident index to track Maine's overall economic health and will publish quarterly research briefs on various economic and demographic topics.
- Economic Analyst will continue to act as the State Data Center lead, with three data trainings currently planned for 2025 that will focus on analyzing and visualizing Census data. She will also produce the monthly economic indicators report and news release summaries.
- Data Communication Specialist will expand and refine interactive dashboards to provide deeper insights into regional trends and socioeconomic differences by race, ethnicity, and other key variables. She will also continue leveraging Census microdata for regional and population-specific analyses, delivering insights not available in published tables.



Office of the State Controller

Douglas E. Cotnoir, State Controller

The Office of the State Controller (OSC) maintains accounting policy and records according to Government Accounting Standards Board (GASB) rules. OSC is responsible for financial administration and general accounting control of the State Government, keeping of general accounts, auditing before payment of bills or vouchers and authorizing all claims against the State for which appropriations have been made. OSC provides internal audit support for State government. Additionally, OSC provides insurance advice and services for all forms of insurance for State Government. The powers and duties of the OSC are detailed in MRS Title 5 §1541 and §1728-A.

The Office of the State Controller provides fiscal oversight, control, monitoring and accountability for all funds that flow through Maine state government. This is accomplished through seven divisions, including: Administration, Accounting, ERP System Operations, Financial Reporting & Analysis, Internal Audit, Payroll, and Risk Management.

Below are some updated stats for fiscal year 2024 (July 1, 2023 through June 30, 2024):

- We processed more than 1 million disbursements
- We processed more than 2.6 million financial transactions
- We issued more than 333,000 payroll payments to 14,462 unique employees (average 12,836 per pay period)
- The Annual Comprehensive Financial Report for fiscal year 2023 received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting award, marking our sixteenth consecutive year receiving this award.

Highlights include:

- Managed oversight, tracking and reporting of nearly \$1 billion of State Fiscal Recovery Funds under the federal American Rescue Plan Act (ARPA). Coordinated with the Governor's Office, with DAFS' Bureau of the Budget, and with various agencies throughout State government to provide allowability guidance and manage approval of business cases to administer the Maine Jobs and Recovery Plan.
- Implemented or enhanced technologies and provided tools to improve efficiencies, reduce paper and automate routine, repetitive activities providing better opportunities for collaboration, including: MainePays, DocuWare and UiPath.



What's ahead for 2025:

- Implement the new Human Resources Management and Payroll system, a software as a service (SAAS) solution reducing risk through more secure, reliable payroll data and improved internal controls.
- Major upgrade to CGI Advantage, the State's financial ERP system.



Bureau of the Budget

Darryl Stewart, Acting State Budget Officer

The vision for the Bureau of the Budget is to be an innovative organization that achieves the most effective and efficient program operations that facilitate the administrative and financial policies of the Legislature and the Governor.

The Bureau of the Budget provides central budget and position planning and control in support of gubernatorial objectives and legislative intent. This represents a balanced approach for carrying out the initiatives of the executive branch of State government within the limits of legislative oversight to achieve the most effective outcomes within available budget resources. The powers and duties of the Bureau of the Budget are detailed in Title 5, § 1662 *et seq.*

The Bureau ensures compliance with all requirements reflected in 5 MRSA chapters 145 and 149 as well as numerous other sections of statute that require the State Budget Officer to make recommendations or take other actions. It prepares and submits biennially to the Governor (or the Governor-elect) a State budget document in accordance with 5 MRSA §1664 and §1666.

The Bureau examines and recommends for approval the work program and quarterly allotments of each department and agency of state government before the appropriations or other funds of such departments and agencies become available for expenditure. Additionally, the Bureau examines, and recommends for approval, any changes to allotments during the fiscal year in accordance with 5 MRSA §1662 sub-§2 and 3 and §1667.

In carrying out its budgetary responsibilities, the Bureau constantly reviews administrative activities of the departments and agencies of the State, studies organization and administration and reports periodically to the Governor and on request to the Legislature in accordance with 5 MRSA §1662 sub-§4.

The State Budget Officer serves as a member of the Revenue Forecasting Committee and as a member of the State Procurement Review Committee.

Highlights include:

- Since 2019, DAFS has prepared 24 budgets – 8 biennial budgets (including current session General Fund and Highway Fund) and 14 supplemental budgets (including current session General Fund and Highway Fund). Each budget is submitted to the Legislature in two budget documents, one for the Highway Fund and one for the General Fund and All Other Funds. BOB also prepared the Maine Jobs Plan and the Winter Energy Relief Package.



- The Bureau is responsible for preparing and submitting the four-year revenue and expenditure forecast (aka “structural gap”) for the General Fund and Highway Fund. The most recent forecast report for 2024-2025 and 2026-2027 Four-Year Forecast was submitted on September 30, 2024. This point-in-time forecast can offer a starting point for work sessions and conversations throughout the State’s biennial budget process as State leaders, including the Legislature, carefully identify the appropriate mix of policies and strategies to be utilized in pursuit of a balanced budget.
- The Bureau compiles and issues the Maine State Government Annual Report, an inter-agency, statewide effort. The 2023-24 Maine State Government Annual Report was published in December 2024 and is available electronically on the Bureau’s webpage (FY2024 Maine State Government Annual Report) or in print at the Maine State Library.
- This Bureau has led the most recent supplemental budget process and biennial budget process, both large efforts. The budget process requires working across State government with various other departments and agencies. The Bureau of the Budget often facilitates 1:1 budget meetings with each area of State government to understand their needs, and those of the constituencies they serve, to find funding solutions and ensure all across State government are informed and current on the latest projects.
- Routine work within the Bureau includes reviewing and processing Budget Orders and Financial Orders associated with agencies’ adjustments to their annual work programs, including obtaining the Governor’s approval on Financial Orders as recommended by the State Budget Officer. Additionally, the Bureau monitors legislative actions throughout each legislative session and implements the fiscal impact of laws that are passed.

What’s ahead for 2025:

- The Bureau looks forward to the 2026-2027 biennium and will continue to provide effective and efficient budgetary planning and oversight to meet the needs of the Administration, the Legislature and the people of Maine.



Bureau of Human Resources

Michael J. Dunn, Esq., Acting State Human Resources Officer

INTRODUCTION

In 1985, the Legislature enacted Title 5 Maine Revised Statutes § 7033 *et. seq* ("Civil Service Law"), which established a State Civil Service System to ensure that State employees are hired and retained based upon only their merit, skills and qualifications. The Bureau of Human Resources (BHR) was established as the personnel administrative organization necessary to ensure these "merit system" principles in hiring and retention practices. BHR was also charged with recognizing and developing talents, contributions, and potential of State employees and applicants for employment.

In 1991, the State Employee Health Insurance, Workers' Compensation, and State Employee Health and Wellness Programs were placed under BHR.

In 2007, the Civil Service Law broadened BHR's role to include the statutory duties formerly assigned to a separate bureau. The Bureau of Employee Relations was abolished, and its functions and employees were consolidated with those of BHR.

Today, BHR is responsible for the administration of the State government's civil service system, employee relations activities, collective bargaining, recruitment of State employees, statewide human resources programs, classification and compensation, training, the State employee benefits package, deferred compensation plan, the State's workers' compensation plan, and equal employment opportunity policies and practices.

DIVISIONS

The Bureau of Human Resources consists of the following functional divisions and offices:

Division of Talent Management. This Division partners with other Departments and Agencies to foster a culture of excellence across state government. The Division offers comprehensive talent management support, from recruitment postings to developing strategic partnerships with community organizations to recruit top talent for the state. It leads initiatives in advancing retention strategies by offering comprehensive management training and customizable educational briefings and workshops. It develops programming to support belonging and inclusion for state employees. Team members take pride in providing recruitment and retention education, resources, best practices, and creative strategies to agencies, leaders, and employees. The Division drives efforts to succeed as an Employer of Choice.



Compliance Division. The Division promotes excellence through its comprehensive and diverse scope of responsibilities. The Classification and Compensation team is responsible for reviewing job classifications and duties, ensuring that staff across state government are paid equitably for equitable work. The Civil Service System team is responsible for representing the Bureau before the Civil Service Appeals Board, which adjudicates disputes between unclassified employees and management. The Employee Relations team is responsible for negotiations with the five unions representing statement employees, and for development and implementation of employee relations policies and procedures.

Division of Employee Health and Wellness and Workers' Compensation. This Division provides centralized administration of the State's health, dental, direct reimbursement, voluntary long-term care insurance, vision care, and deferred compensation programs. This Division primarily reports to the Joint Standing Committee on Health Coverage, Insurance and Financial Services (with Workers' Compensation reporting to Labor) rather than the Joint Standing Committee on State and Local Government.

Office of Chief Counsel. This Office represents the State with professional expertise before arbitrators, the Maine Labor Relations Board, and in court for disputes under the State Labor Relations Act and collective bargaining agreements with the various unions. This Office drives statewide policy implementation and ensures compliance with critical employment laws such as the Maine Human Rights Act, ADA, FMLA, and Maine's new Paid Family Medical Leave. Additionally, it provides technical guidance that empowers departments to navigate complex legal landscapes effectively. Collaborating seamlessly with the Division of Field Services, the Office conducts thorough personnel investigations, reinforcing a culture of accountability, equity, and excellence in state employment practices.

Division of Field Services. This Division is the face of the Bureau providing critical frontline contacts and support to the majority of Departments in state government. This Division is divided into five service centers, each assigned to specific Departments to provide HR support. The day-to-day activities of the staff in this Division are ever changing. They are responsible for providing guidance on all employee issues, including accommodations, discipline, terminations, hiring, recruitment, retention, personnel investigations, payroll, and more.

Highlights include:

Classification & Compensation

- In 2023, P.L. 2023, Ch. 412, § UUU-1 was passed requiring the state to report recommendations on the Maine State Government Classification and Compensation plans study no later than January 31, 2024. A comprehensive report was prepared and



submitted by the deadline, highlighting the work of this administration and the work of the compensation and classification team to date.

- Section UUU-1 also requires the State to conduct a comprehensive review of its classification plan every 10 years and to make modifications and improvements as determined necessary. The team is working with Procurement to secure a vendor to conduct this review in 2025. The vendor will work to review previous recommendations made by Segal, any changes made since 2020 and make recommendations on or before the end of 2025.
- Section UUU-1 also requires the State to conduct a market pay study every 4 years. The Legislation authorized the creation and hiring of three HR Analysts and one Lead Analyst. The selection of that team occurred in early 2024 and the team conducted and submitted its first market study to the State and Local Government Committee by September 30, 2024, as required.
- In 2024, the team continued to work with Human Resources and Department heads to review and change minimum qualifications to meet the needs of the Departments and to reflect changes in the current job economy. In most cases, this involved changing minimum qualifications that required many years of work experience to competency-based qualifications, allowing us to attract a larger applicant pool.

Bargaining

- The Bureau of Human Resources continued to bargain on behalf of the Governor with the five different unions representing eight bargaining units. The Maine State Service Employees Association (MSEA) represents the Administrative Services; Operations, Maintenance, and Support Services; Professional and Technical; and Supervisory Services bargaining units. The American Federation of State, County, and Municipal Employees (AFSCME) represents the Institutional Services unit. The Maine State Troopers Association (MSTA) represents the State Police unit. The Maine State Law Enforcement Association (MSLEA) represents the Law Enforcement unit. The Fraternal Order of Police (FOP) represents the Maine State Law Enforcement Supervisors. Negotiations for successor agreements typically happen every two years on the odd year (2019, 2021, 2023, 2025, etc.).
- Since 2019, the Bureau has negotiated on behalf of the Administration, several across-the-board salary increases and additional pay benefits to substantially elevate the pay of State employees, including:



	Raises	Other Benefits
2019	3%	
2020	4% (Avg)	
2021	2%	<p>Longevity pay of 20 cents per hour for employees with 10+ years of service (15+ years remains 30 cents/hr; 20+ years remains 40 cents/hr.)</p> <p>Increased longevity pay to 60 cents per hour for employees with 25+ years of service.</p> <p>\$15 Minimum Hourly Rate for all State employees.</p> <p>\$2,000 lump-sum payment.</p> <p>Increased childcare reimbursements by increasing income and reimbursement amounts allowing both parents working for the State to qualify in 2021.</p>
2022	4%	
2023	6%	<p>\$800 lump-sum payment for employees who did not reach agreement with the State until January 2024.</p> <p>Longevity pay of 10 cents per hour for workers with five years of service.</p> <p>Increased the reimbursement amount allowing employees to qualify for up to \$2000.00 in reimbursement.</p>
2024	3% 4%	<p>New step 9 for employees with performance evaluations after July 1, 2024, for approximately 50% of all employees who were at max step.</p> <p>\$2,000 lump-sum payment in October, 2024</p>

- The Bureau has implemented the State's first paid parental leave for employees, initially negotiated in 2019 as two weeks to be paid immediately after the birth or adoption of a child; increased through negotiations in 2021 to four weeks; and increased through 2023 negotiations to six weeks expanding the flexibility to be allow the benefit to be taken continuously anytime during the eight weeks directly following the birth or adoption of a child.

Cumulative wage growth has kept pace with inflation relative to 2019, with state employees increases totaling up to 29 percent versus 25.8 percent inflation over the same time period.



	Cumulative wage growth relative to January 2019	Inflation relative to January 2019
3% September 2019	3.0%	1.5%
4% January 2021	7.1%	3.9%
2% December 2021	9.3%	11.1%
4% July 2022	13.6%	16.6%
6% January 2024	20.5%	22.6%
3% July 2024	24.1%	24.1%
4% July 2024 – new step 9 for those eligible	29.0%	24.1%
Inflation through Dec. 2024		25.8%

Gender Marker X

The legislature passed Resolves 2023, Ch. 76, which requires state agencies to coordinate with all executive branch departments to implement an "X" gender marker on all forms, subject to availability of funding. This process is ongoing.

Workforce Engagement Survey

The Bureau's Talent Management Division distributed the second biannual workforce engagement survey in January 2024. Overall, survey questions remained the same as the 2022 iteration, in an effort to track trends and changes. This year's survey received 6,716 responses, which were analyzed by an external vendor and compared to 2022 results. Results from the 2024 survey were very similar to those from 2022. Each agency leader received a report with their year-over-year results. The Division met with agency leaders upon request to further discuss their reports and recommendations for next steps. The next survey is due to be released in fall 2025.

The 2024 Survey included the following findings:

- Top 3 reasons employees came to work for Maine State Government:
 - Benefit options
 - Job Security
 - The work seemed interesting
- 88% see their work as adding value for the people of Maine.
- 87% feel their supervisor treats them with dignity and respect.



- 82% say their supervisor supports work life balance.
- 70% are generally satisfied with their work.

Recruitment and Retention

- The Bureau continues to take a holistic approach to recruitment and retention. Representatives from each of BHR's divisions meet with agencies to discuss job duties and postings, minimum qualifications, application process improvements, functional job analysis (FJA), hiring pay strategies, wellness programs, exit surveys/stay surveys, culture, considerations for negotiations, and the potential for stipends through the statutory process.
- The Bureau hosts the Employer of Choice Summits, which invites leadership from all State Departments to attend. Between November 2023 and October 2024, the Talent Management Division planned, coordinated, and facilitated multiple leadership summits with topics related to succeeding as an Employer of Choice. The November 2023 and October 2024 summits were multi-day conferences and included presentations and workshops from both internal state experts and external speakers. In May 2024, a half day reunion was held to allow summit participants an opportunity to have facilitated small group discussions on recruitment, workplace culture, and onboarding.
- The Division partnered with external organizations and state resources on networking, community engagement, and recruitment events, including:
 - South Portland Middle School and High School;
 - Central Maine Community College;
 - Take Me to Work;
 - Maine Government Summer Internship Program;
 - St. Joseph's College;
 - Hire- A- Vet;
 - University of Maine, Orono;
 - Maine Career Exploration Program; and
 - Boots2Roots.

Training and Development

- The Bureau of Human Resources continues to provide statutorily required *Managing in State Government* training to new managers and supervisors. Through the hard work of the Talent Management Division, the virtual program is now offered six times a year,



and the backlog of participants needing to go through the program due to the pandemic has been eliminated. Approximately 360 new managers, supervisors, and confidential employees go through the program each year.

- In 2024, the Bureau worked closely with MaineIT and Noverant to design, test, and pilot LUMEN, the state's enterprise learning management system. The platform will provide a central platform for state agencies to upload and manage training programs, track compliance and certifications, access an established learning library (through OpenSesame), and eventually offer training to external partners. The pilot was completed by the Bureau in November 2024 and additional agencies will be onboarded throughout 2025.
- The Bureau's Talent Management Division collaborated with extensive external and internal stakeholders to update the state's Family and Intimate Partner Violence training program. The program can currently be found on the [Bureau of Human Resources' website](#).

Workforce Engagement and Support

- In 2024, the Diversity, Equity, and Inclusion Community of Practice (COP) evolved into a monthly DEI Community of Learning, facilitated by the Bureau's DEI Specialist. Each month, participants from across state government have the opportunity to learn about a wide range of topics, from both external and internal subject matter experts. Past speakers include award winning author Abdi Iftin, Maine State Archivist Kate McBrien, Dr. Randy Bell and Bill Bensen from Boots2Roots, and more.
- Through collaboration with experts around state government, in 2024 the Bureau offered training programs, workshops, and educational panels including:
 - Asian American, Native Hawaiian, and Pacific Islander Month,
 - State employee led LGBTQ+ panel
 - Presentation on DEI to the Kennebec Valley Human Resources Association
 - Gender Identity and Pronouns Training
 - Age Positivity Training
 - Hispanic Heritage Month
- In addition, the Bureau, along with the Governor's Cabinet on Aging, accepted the 2024 Maine Council on Aging Business Excellence Award on behalf of the State of Maine. The Business Excellence Award recognizes and celebrates the sustained efforts of Maine



employers that implement strategic practices and policies that value and sustain the contributions of older workers, support family caregivers, and/or create environments that meet the needs of older people, people living with dementia, and family caregivers.

What's ahead for 2025:

- LUMEN. Additional agencies will onboard to the learning management system in 2025, allowing managers and state employees access to new training opportunities as well as the ability to track required training and support employee development.
- Affinity Groups. The Bureau will formally launch the state's 10 affinity groups in early 2025. These employee- led resource groups offer an opportunity for collaboration across state agencies and support an inclusive workplace culture.
- New Management Training Program. In addition to Managing in State Government, a new training program designed to inform, update, and support tenured state managers and supervisors will be developed and piloted in 2025.
- Workforce Engagement Survey. The third iteration of the Workforce Engagement Survey is targeted for fall 2025, with more robust reporting and recommendations for state leaders in the works.
- State Mentorship Program. Development of a statewide, formal mentorship program is planned for 2025. The Bureau intends to have program guidance, overview, and a pilot ready before the end of 2025.
- PRISM. The State of Maine looks to go live with its new Human Resources Management System in 2025 to replace our outdated legacy electronic and paper-based system. Bureau staff is providing key guidance and decision-making in the development of the system to meet the requirements of our complex payroll, recruitment, and benefit rules and collective bargaining agreements in order to take full advantage of the modern system.
- Negotiations. The State of Maine will engage in successor negotiations for 2025-2027 collective bargaining agreements with all five Unions.
- Classification Review. The Bureau of Human Resources will procure a vendor to review and make recommendations to streamline and improve its classification system, with a report due December 31, 2025.



- Expedited Reclass Appeal. The State and MSEA are working to implement pilot program for a reclass appeal process to navigate a backlog of reclass appeals.
- Development of Human Resources Training Program. The Bureau of Human Resources is continuing to develop trainings to staff on a variety of issues that impact human resources. These trainings will be available through LUMEN for HR professionals.



MaineIT

Nicholas Marquis, Acting Chief Information Officer (CIO)

The Maine Office of Information Technology (MaineIT), delivers reliable, cost-effective, and secure information technology (IT) services. Its roles and responsibilities are authorized by statute (5 MRS Chapter 163) and cover the full range of IT oversight and management for Executive Branch agencies and select other parts of State government.

MaineIT's key functions include:

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

MaineIT leads statewide IT operations, cybersecurity, policymaking, planning, architecture, and standardization. As CIO, the Chief Information Officer sets the vision and policies for the secure use of IT across the State.

Regarding cybersecurity, MaineIT leads efforts to safeguard State data, enhance incident response, and implement comprehensive security measures. Given the rise in cyber-attacks, particularly targeting under-resources state governments, ongoing funding has been appropriated annually for security efforts.

On a day-to-day basis, MaineIT supports over 11,500 executive branch employees, 15 Cabinet-level departments, and other smaller agencies. MaineIT also provides certain services to the Judicial branch, Office of the Attorney General, and Secretary of State. Externally, MaineIT supports constituents through its contract for the Maine.gov web portal and manages:

- The State's radio network for first responders and other agencies;
- Application development and support for executive branch agencies;
- Project management for technology initiatives;
- Network and communication services;
- Two State data centers and cloud infrastructure; and
- Desktop computing support.



Highlights include:

- Maine earned an A- in the 2024 Digital States Survey, the most comprehensive and respected benchmark for state government IT organizations. MaineIT has maintained this grade since 2022. An A- reflects “very strong innovation, high performing solutions, and excellent practices in operations, governance, and administration.”
- In October 2024, MaineIT and Maine Revenue Services achieved a significant milestone with the successful completion of the STARS/MTP project. This transformative information technology initiative modernized the state's tax infrastructure by replacing outdated legacy computer systems with a comprehensive, integrated tax platform. The project, which spanned seven years of meticulous planning and four years of strategic implementation, represents a pivotal advancement in state technology services. The new STARS system now manages all 48 of Maine's tax types and programs, delivering enhanced data security and substantially expanded self-service capabilities for both taxpayers and tax professionals. This modernization not only streamlines administrative processes but also provides Maine's tax filers with a more efficient, user-friendly tax management experience.
- MaineIT has launched a tier-two Customer Support Escalation team to handle issues that are beyond the scope of the tier-one Help Desk. The team has been highly successful, resolving 95% of escalated incidents within a few days, reducing travel to agency locations by 48%, and cutting customer support wait times by over 100 hours.
- The MaineIT Network Services team completed a major wireless upgrade at the Dorothea Dix Psychiatric Center (DDPC) in Bangor, covering medical, treatment, and administrative areas. The project added over 270 wireless access points and 12 new telecommunications closets, which required close collaboration with DDPC and external vendors. The upgrade was finished nearly four weeks ahead of schedule, saving \$285,000. Medical staff can now access records and vital services throughout the facility, enhancing safety and patient care. The team was recognized with the DAFS Teamwork Award at the 2023 DAFS Employee Recognition event.
- In 2023, the MaineIT Cybersecurity Program received significant financial support from the Maine State Legislature. Over the past four years funding for cybersecurity has grown from 3.65% of the MaineIT budget in FY 2020 to 13.53% in FY 2023. This increased investment is essential for protecting the State's systems and data in an evolving cybersecurity landscape.
- MaineIT upgraded the State of Maine's data environment by transitioning from a legacy business intelligence system to Oracle Analytics Cloud and Oracle Autonomous Data Warehouse. The outdated system, which lacked integration with modern applications,



created inefficiencies and siloed data. The new platform enhances data accessibility, security, and governance, enabling faster and more informed decision-making across State government. The initiative earned Maine a finalist spot in the 2023 IDC Government Smart Cities North America Awards, recognizing the State's innovation in using technology to improve services for constituents and businesses.

- The IT Procurement team launched IT-PRO, a new procurement request tracking system built on the Microsoft Dynamics platform. IT-PRO streamlines the process of submitting, tracking, and reviewing agency requests for procurement documents with IT components. It serves as a centralized hub where agency members and MainelT can collaborate in real time on technology contracts, RFPs, RFQs, RFIs, Master Agreements, and Data Sharing agreements.
- MainelT collaborated with a vendor to authenticate and secure all emails sent from the @maine.gov domain. This ensures more legitimate emails reach State employees inboxes, prevents messages from being flagged as spam, and reduces the likelihood of unauthorized emails being sent from @maine.gov. The email security upgrade was completed in November 2023, with 97% of emails from the @maine.gov domain now secured – up from just 1% at the start of the project.
- MainelT implemented the Data Classification Policy, a significant achievement in safeguarding the State's information assets. The policy establishes a comprehensive framework for classifying and labeling data based on its risk to confidentiality, integrity, and availability and empowers agencies to better manage data risks, apply tailored security controls, and protect both State and constituent data. This accomplishment enhances data security, supports agency missions, and ensures a robust cost-effective approach to information protection across the State.
- MainelT's Network Services team successfully negotiated lower-cost bandwidth through a new contract with Consolidated Communications, supporting over 450 State locations. They also established an Enterprise Agreement with Cisco to simplify licensing and enable higher bandwidth without costly hardware upgrades. These efforts have enhanced service delivery, reduced operational costs, and improved processes like REAL ID file transfers.
- MainelT launched its Information Security Program by hiring a dedicated Risk Management Officer and partnering with a third-party vendor. This collaboration resulted in comprehensive policies, standards, and tools to assess and mitigate risks to the State's IT systems and assets. The team developed a unified framework for identifying, evaluating, and reporting risks, significantly strengthening the State's cybersecurity posture.



- MaineIT is in the second year of its Hardware Refresh Project, aimed at replacing laptops every four years to maintain security, performance, and to support future initiatives like Windows 11. To date, over 7,600 laptops have been replaced, with 91% of the fleet now under five years old. Additionally, the AutoPilot program enables users to set up new devices at their convenience, reducing downtime and streamlining transitions. These initiatives collectively improve device management, enhance security, and ensure a smooth user experience across State agencies.
- MaineIT has launched a Self-Service web portal, allowing agency users to directly order and receive a variety of IT peripherals, bypassing traditional processing queues. Since its launch, 45 agencies have made 579 purchases through the portal.
- The MaineIT Vulnerability Management and PC Depot teams have worked together to enhance endpoint security through effective patch management, addressing vulnerabilities, functionality issues, and new features. This year, operating system and software patching was transitioned to Intune, improving coverage, enabling faster responses to patch releases, and reducing our risk profile by 50%. Currently, 90% of endpoints are patched within one month of Microsoft's release, a 17% improvement over last year.
- MaineIT supported Riverview Psychiatric Center with their successful launch of a new integrated health record system on November 5, 2024. This follows the successful go-live at Dorothea Dix Psychiatric Center on October 15, 2024. Together, these milestones mark the completion of a 12-year effort to replace outdated systems at both DHHS State Psychiatric Centers. Two MaineIT employees were awarded Certificates of Achievement, the Riverview Superintendent's Award of Excellence Coin, and the Dorothea Dix Values Award Coin for their dedication and outstanding efforts toward these initiatives.
- As part of an ongoing effort to modernize storage infrastructure, MaineIT has successfully moved all litigation-held data from outdated magnetic tape backups to archival disk storage. This transition is critical, as magnetic media have a limited shelf life. By adopting disk storage, we've improved data security and accessibility while reclaiming over 18,000 tapes. This initiative has resulted in annual cost savings of \$611,321.
- To address a growing backlog of public safety vehicles waiting to be equipped for services, MaineIT reevaluated and redesigned the vehicle equipping process, developing a new modular-based UpFit system. This streamlined approach allowed for quicker and more consistent installation by standardizing vehicle build components and configurations. Developed in collaboration with our telecommunications contractor, the new system successfully eliminated a backlog of nearly 30 vehicles in under three



months. As a result, the process is now faster and more efficient, enabling a smoother transition from request to completion for all vehicles.

- MaineIT Client Technologies has focused on a “shift left” strategy to resolve more service requests during the initial call. By implementing the ability to post outage notifications for callers and improving collaboration between the service desk and escalation teams, the department has successfully reduced abandoned calls. This approach led to 2,000 fewer abandoned calls compared to the previous year, achieving the lowest abandonment rate in three years.
- The State of Maine Chief Information Security Officer (CISO) has been appointed to the SLTTGCC, a partnership between the Department of Homeland Security (DHS) and state, local, tribal, and territorial governments to protect critical infrastructure. This appointment underscores Maine's commitment to national security. The CISO has contributed to discussions on emerging threats, strategies for resilience, and opportunities for cross-sector collaboration.
- The CISO is a member of the Cybersecurity Services Advisory Group for the Center for Internet Security (CIS), a nonprofit organization responsible for the globally recognized CIS Controls and Benchmarks. CIS also oversees the Multi-State Information Sharing and Analysis Center (MS-ISAC) and the Elections Infrastructure Information Sharing and Analysis Center (EI-ISAC), which support cybersecurity for U.S. state and local governments and elections offices. This role includes providing feedback on toolkits and services aimed at improving baseline security measures across local governments.
- The CISO was appointed to the MS-ISAC Executive Committee, which provides strategic guidance and recommendations to improve the cybersecurity posture of state, local, tribal, and territorial (SLTT) governments across the nation. Specific contributions include initiatives to enhance threat intelligence sharing and increase access to cybersecurity training resources.
- The Deputy Chief Information Security Officer (Deputy CISO) was appointed Chair of the StateRAMP Standards and Technical Committee. StateRAMP promotes cybersecurity best practices and validates cloud security compliance for state and local governments. Under this leadership, the committee streamlined compliance reviews and fostered partnerships with cloud service providers to enhance vendor transparency.
- In accordance with Public Law 2023, Chapter 681, An Act to Increase Cybersecurity in Maine, and OIT Cybersecurity Directive 2024-02, the Information Security Office (ISO) developed a list of prohibited technologies tied to national security risks and crafting



contract terms to address cybersecurity for critical infrastructure. Challenges remain in interpreting definitions of “foreign adversary business entities” and impacted technologies. Progress includes incorporating these terms into procurement processes to safeguard state assets.

- In collaboration with the Department of Defense, Veterans, and Emergency Management (DVEM), the ISO has helped draft statutory definitions of “cyber-attack” and “terrorism” to include threats to IT assets and critical infrastructure, ensuring clarity and alignment with emergency policies. These definitions are expected to streamline response protocols during incidents.
- Established by Executive Order No. 25 FY20/21, the Maine Cybersecurity Council aims to strengthen Maine’s IT security. The [2023 Annual Report](#) provided a comprehensive overview of the threat landscape and achievements, including involvement in the State and Local Cybersecurity Grant Program. Key accomplishments include facilitating inter-agency collaborations and advocating for increased cybersecurity funding.
- The ISO collaborated with multiple partners to ensure incident-free elections by monitoring and addressing emerging threats in real-time. This included deploying enhanced logging mechanisms and conducting staff awareness training for election officials.
- The CISO and Deputy CISO attended this annual National Guard exercise, which focuses on collaborative incident response for critical infrastructure. Exercises simulated ransomware attacks and supply chain compromises, enabling participants to validate response strategies.
- The ISO is leading efforts to update their security annex, a document that outlines how to prepare for and respond to security threats, integrating cybersecurity into Maine’s emergency management framework to enhance resilience against cyber threats. The updated annex emphasizes roles, responsibilities, and communication protocols during incidents.
- The ISO conducted a ransomware-focused tabletop exercise with 30 participants, validating the effectiveness of its Incident Response Ransomware Playbook and fostering collaboration among technical and agency stakeholders. The exercise highlighted areas for improvement in communication flow and resource allocation.



What's ahead for 2025:

Workforce

- Expanding opportunities for government technology careers through targeted programs, including our internship program, and partnerships.
- Comprehensive workforce training programs that empower employees with the skills needed to deliver our service portfolio and support emerging technologies.
- Clear career advancement pathways to invest in employee retention, growth, and professional development.
- Optimizing our hybrid workforce model to enhance operational effectiveness, employee engagement, and workforce sustainability.
- Driving workforce diversity and inclusion forward by cultivating an increasingly supportive, healthy, and equitable workplace culture.
- Conducting ongoing skills gap analyses to strategically inform our hiring decisions and workforce planning initiatives.
- Continuously enhancing our internship programs and strengthening partnerships with local universities to build a future talent pipeline.

Security and Risk Management

- Strengthening security architecture to adapt to digital business initiatives and provide modern protections for State assets.
- Enhancing resilience and threat response capabilities through robust security monitoring, rapid detection, containment, and recovery processes for cybersecurity incidents.
- Leveraging threat intelligence to map the threat landscape and enable informed decision-making for key stakeholders.
- A comprehensive business continuity and disaster recovery program that ensures swift, effective responses to disruptions and disasters.
- A risk management framework that prioritizes strategic actions and maintains organizational risk within acceptable tolerance levels and includes expanding risk management education and awareness to foster a risk-aware culture across the organization, and establishing clear metrics for risk tolerance.
- Integrating Governance, Risk, and Compliance (GRC) software to streamline and align processes across operational areas.



- Developing Vendor and Supply Chain Risk Management programs with mechanisms for continuous monitoring throughout vendor engagement periods.
- Increasing constituent privacy and data security protections through enhanced policies and practices.

Technology Modernization

- A comprehensive Application Lifecycle Management (ALM) program that streamlines our development processes, strengthens deployment, and enhances maintenance operations.
- A Cloud Center of Excellence (CCoE) team delivers and integrates cloud technology solutions across platforms, including Azure, AWS, Salesforce, and Oracle.
- Migrating workloads to the cloud and a into third-party data center, eliminating the 45 Commerce Drive data center to improve scalability, predictability, reusability, and security.
- Forward-looking policies that prioritize cloud service acquisitions, with strategic focus on AWS, Oracle Cloud, and Azure platforms while emphasizing configurable and modular solutions.
- Advancing our development approach through the implementation of composable, reusable services while building out a greenfield development environment.

Program Effectiveness

- Repeatable processes across all MaineIT disciplines drives streamlined delivery, reducing operational risks, ensuring predictable outcomes, and fostering a culture of continuous improvement.
- Strategically aligning teams with flexible technology solutions that enable dynamic resource allocation to effectively address our highest priorities and emerging risks.
- Strengthening and expanding our IT Service Management (ITSM) initiative through targeted enhancements that elevate service delivery and maximize operational efficiency.

Governance and Alignment

- Ensuring transparent decision-making frameworks that guides technology decisions and service offerings across Executive Branch agencies.
- Comprehensive technology roadmaps that strategically align business objectives with MaineIT services through detailed agency technology planning.



- Robust data management standards and processes that enhance data collection, strengthen security measures, and systematically reduce redundant data gathering.
- Enterprise Portfolio Management tools strategically prioritize internal initiatives and government projects while optimizing resource allocation.
- A rigorous evaluation process for proposed technical solutions, ensuring endorsement aligns with industry best practices and maintains high standards.
- Strengthening low-code governance framework to achieve optimal risk balance while safeguarding data confidentiality, integrity, and availability.

MJRP / ARPA Projects

- Improve Delivery of Digital Services to Constituents
 - A single constituent login system that transforms our digital services into an intuitive, one-stop government portal that empowers constituents to seamlessly access services without navigating complex agency structures.
- Modernize Digital and Physical Technology
 - Strategically investing in and modernizing our digital and physical technology infrastructure, including the state radio network, to reduce dependency on legacy systems while addressing technical debt and mitigating accumulated risks.
- Business Continuity Plan for IT
 - A comprehensive business continuity plan for State information technology, addressing high-risk areas identified by external review. This initiative includes cybersecurity enhancements and resources to support state agencies in continuity planning.
- Enhance Remote Work Capabilities
 - A Remote Technology Portfolio ensure State employees have the tools and resources needed for effective remote and hybrid work. This initiative focuses on improving collaboration and productivity, aiming to exceed pre-pandemic effectiveness while supporting a modern, flexible workforce.
- Strengthen the State Cybersecurity Program
 - Ongoing support, maintenance, and enhancement of the State's Cybersecurity Program and investments.

IT Service Management

The IT Service Management tool, Assyst, improves end-to-end IT service delivery.

Several modules have already been rolled out, with more coming soon. This implementation includes reworking business processes using ITIL (IT Infrastructure



Library) as the standard methodology, aligning Assyst's capabilities with ITIL fundamentals to support process modernization.

Enhance Technology Procurement Processes

- Leveraging partnerships with procurement teams to dramatically accelerate technology purchasing timelines.
- Transforming our RFP process while developing comprehensive IT contracts that support diverse technology acquisition needs.
- Implementing streamlined IT hardware procurement through pre-approved portals, eliminating P-card requirements and expediting agency purchases.
- Building and empowering a specialized team to standardize and optimize IT procurement solicitations and contractual documentation.
- Maintaining comprehensive documentation that clarifies procurement timelines and processes across services and commodities.
- Integrating StateRAMP protocols into our procurement review processes to strengthen compliance and enhance security measures.
- Strategically expanding our use of multi-jurisdiction cooperative purchasing contracts to maximize cost efficiency and operational flexibility.
- Integrating multiple workflows to create a seamless and efficient procurement experience.

Application Team Reorganization

- Strategically restructuring application resources to deliver services based on technical disciplines, moving beyond agency-specific assignments to ensure optimal expertise deployment and flexible cross-agency support.
- Refined cost recovery and budgeting models that enable agencies like DHHS to dynamically scale specialized resources, such as .NET programmers, based on evolving workload demands.

Customer Relationship Management

- Business Relationship Management (BRM) methodology is leveraged to deepen and strengthen partnerships between IT and state agencies.
- Intensifying our agency partnership development efforts to build comprehensive understanding of business needs across state government operations.
- Leveraging BRM frameworks to proactively develop and approve agency technology plans, transforming IT from a reactive service provider to a strategic business partner.



Generative AI Initiative

- Spearheading MainelT's Generative AI strategy through our dedicated Business Acceleration Team, developing comprehensive requirements for governance, management, and support in alignment with the Gen AI Policy.
- Publishing and maintaining robust AI governance and risk management frameworks to ensure responsible deployment and utilization.
- Driving the safe and strategic development of new AI technologies across state operations.
- Designing and delivering comprehensive statewide training programs focused on responsible and ethical AI utilization.
- Building and maintaining strong regulatory compliance frameworks for AI-related initiatives.



Project Management Office

Director, Douglas Birgfeld

The State of Maine's Project Management Office (PMO) is a service organization created to support executive branch departments, projects and initiatives. The PMO stewards State of Maine investments through diligent, best practice-based processes that foster effective execution and successful outcomes.

By the end of 2024, PMO completed nine (9) projects with 41 projects inflight; 75% of which are progressing with a green performance rating. Of the current project portfolio, 22 of the inflight projects were onboarded in 2024.

PMO provides a comprehensive set of services to ensure that state-funded undertakings are well managed, and the desired outcomes are achieved. The PMO approach ultimately ensures that public resources are utilized effectively across the breadth of executive departments. The PMO is engaged in any project which:

- **Is a technology project** with a specific start and end date, requires additional resources beyond the existing duties of operational staff, demands specific requirements for technology usage, and which may span the scope of any single bureau, program, or division.
- **Is a program improvement project** that is a specific effort to develop or change a program to achieve measurable improvement in effectiveness, performance, accountability, or the quality of outcomes.
- **Is high-risk**, such as those that have public exposure, are complex, and/or are experiencing difficulties in achieving milestones.
- **Projects that require external, third-party validation or user testing** before being launched to the target audience.

The PMO delivers a full range of industry leading project management services through a team of State of Maine employees and contractors. Our full array of transformation, portfolio and project management service include initiation, strategic planning, portfolio management, project delivery, Independent Validation and Verification and change management.

Significant accomplishments since 2023 include:

- Supported the Maine Jobs & Recovery Plan by tracking and reporting on over 155 business cases representing over \$997 million in federal investments from the American Rescue Plan Act.
- Expanded Portfolio Management infrastructure to better align project efforts with the state's strategic goals.



- The PMO refined our organizational structure to more efficiently deliver our services offerings to the executive branch.



Chief Data Officer

Chief Data Officer, Raja Paidipalli

Chief Data Officer Responsibilities

The Chief Data Officer (CDO) leads the State's Data Management and Governance Practice (DMGP) as the designee of the Commissioner of the Department of Administrative and Financial Services (DAFS) and is responsible for establishing, enabling, and promoting policies, standards, processes, and technology to manage data as a secure and strategic asset. CDO is also responsible for advancing statewide data initiatives by promoting accessibility, equity, sharing, privacy, and security.

Data Management and Governance Practice

The goal of Data Management and Governance Practice is to create an environment wherein live data can be safely and securely shared between departments and with the public to improve policies, programs and services for the people of Maine. Examples include racial impact statements, disparate impact statements, data-driven decision making, financial analysis, and grant applications.

Various responsibilities were outlined in [PL 2021, Chapter 717 \(An Act to Promote Equity in Policy Making by Enhancing the State's Ability to Collect, Analyze, and Apply Data\)](#) and further clarified by [PL 2023, Chapter 581 \(An Act to Amend the State's Data Governance Program\)](#). This empowered the State's Data Management and Governance Practice to consult and collaborate with the Secretary of State (SoS) and Permanent Commission on the Status of Racial, Indigenous, and Tribal Populations (the Permanent Commission), to promote best practices in data governance, including ensuring equity as a key value. This collaboration is known as the Data Governance Working Group.

DMGP adopted a federated model to data governance, in which each Executive Branch agency designates Data Steward(s) with the responsibility to oversee compliance with DMGP policies and standards and engage in the statewide demographic data inventory process. [Pursuant to 5 MRS §1982 \(9\)](#) departments own their data, so they have a vested interest in being able to use it more effectively to improve decision making.

This federated model allows Executive Branch agencies to have consistent statewide policies and standards to improve shareability, quality, and interoperability, while maintaining a degree of autonomy with their own data. Statewide policies and standards set forth by the CDO and DMGP are the defaults for Executive Branch agencies. This empowers agencies to create and maintain data policies and standards that are more detailed than the statewide ones; however, they must adhere to the minimum requirements set forth in DMGP policies and standards. This is similar to how the Teleworking policy is coordinated within the Executive Branch. The Bureau of Human



Resources has a baseline policy, and agencies are free to be more detailed. This approach promotes collaboration and discussion.

DMGP Accomplishments

In 2024, DGMP, in partnership with the Data Governance Working Group, spearheaded activities prescribed by PL 2023, Chapter 581 by engaging other agencies and departments across the State of Maine. While the focus has been exclusively on demographic data this year, DMGP gained deeper insights into how data is managed at the agency level, as well as what standards are used for the collection of demographic information.

As part of its ongoing mission to work with departmental Data Stewards, the DMGP will continue to provide training and workshops to improve data literacy. This will promote understanding and consistency among State agencies.

Workshops

- Data Management and Governance Practice conducted two workshops to familiarize Data Stewards with legislative requirements, how data governance can benefit their agencies, and how to complete the associated surveys as part of a statewide demographic data inventory
- Topics and concepts included: data definitions, inventorying the data systems, discussion about preliminary findings, and formatting options for demographic data

Surveys

- DGMP collaborated with agencies through two surveys to gather and understand the collection process of demographic data and the related systems.
- The Demographic Data Survey was designed to provide a bird's eye view of demographic data collection and use among State agencies.
- The Data Systems Inventory is more detailed and concerned with how the 13 categories listed in PL 2023 C 581 are expressed in data systems. This includes Tribal Affiliation, which the Data Governance Working Group added by consensus.

Data Governance Working Group

- The Data Governance Working Group has evolved and continued to meet periodically throughout the year to collaborate, evaluate, and assess best practices to help guide the DMGP and ensure that equity is considered in every aspect.

Stakeholder outreach



- Stakeholder outreach was conducted primarily with State of Maine agencies, through Data Stewards. Disability Rights Maine and Maine Health Data Organization contributed to creating demographic data definitions for the 13 categories. At the recommendation of the Data Governance Working Group, DMGP will create a formal stakeholder engagement process in the future.

Demographic Data Definitions

- Data Governance Working Group members collaborated to develop demographic data definitions for consideration. Having common definitions for demographic categories makes apples-to-apples comparisons of data easier to achieve.

Data Standards

- MainelT funded a consultant to assist with the creation of data standards. This work is in-progress.

DMGP SharePoint

- One-stop resource for departmental Data Stewards, and includes recorded workshops, legislation, reports, and direct support through the DMGP. This was created to provide artifacts to assist new Data Stewards to acclimate to the role. It may take between 5 and 10 years for data governance to be fully mature within the State of Maine, and this safeguards against loss of institutional memory.

What We Have Learned So Far

DGMP has engaged with departmental Data Stewards to understand their agencies' demographic data capabilities and identify use cases for data governance, such as longitudinal studies for youth outcomes. Barriers to sharing data with other agencies were identified (such as legal restrictions) as well as the need to develop data sharing agreements and Memoranda of Understanding (MOU's) to enable data to be shared across departments and/or with the public and under what circumstances.

DMGP engaged departmental Data Stewards from a place of wanting to understand existing practices to help establish a baseline and ultimately provide policies and standards to Executive Branch agencies. While some Maine state agencies and teams are making progress in improving their approach to data governance and management, data initiatives are siloed by agency and, at times, at the programmatic level within agencies.

DMGP recognizes that organizational cultural change is crucial to the advancement of the data governance initiatives. Through communication, education and training, DGMP will establish a structured approach to implement changes, ultimately fostering a collaborative environment where everyone feels comfortable working together towards a common goal of ensuring the data quality and privacy.



The Road Ahead

DGMP recognizes the importance of creating policies and standards based on best practices about data collection and storage, with the goal of increasing consistency of data. Education and training across state agencies on the importance of accurate and consistent data is a necessary and early step in the process.

Progress on data governance is possible in Maine, and in some cases, already happening. Efforts to advance this work, however, will require an inventory of what data exists, how that data is collected, strategies to facilitate better data sharing, and implementing data quality management practices.

While much of this work is ongoing, over the next two to three years, we intend to advance data governance efforts by establishing the best practices and state-level standards and partnering with agencies to provide guidance and assistance in moving this effort. While by no means a comprehensive list or roadmap, some of the activities of interest to the DMGP in the next two to three years consist of:

- Establishing data advisory group for the State of Maine to manage the state's goals for data governance, while leaving the implementation to individual agencies.
- Establishing data governance policies, roles and responsibilities, practices by following the guidance of the Data Management Association (DAMA).
- Establishing and rolling out data standards for Metadata Management, Data Quality, Interoperability & Integration, and Master & Reference Data across agencies.
- Collaborating with state agencies that are seeking advice and input on integrating and maturing data governance approaches such as data sharing agreements guidelines, privacy best practices, and educating data literacy.

Per PL 2021, Chapter 717, the Data Management and Governance Practice will provide the Joint Standing Committee on State and Local Government with an annual report of activities and progress made.

DMGP continues to undertake significant work to ensure the State of Maine's emerging data governance practice considers equity at every stage of data collection, storage, and usage, in accordance with our statutory mandate. Establishing a Community of Practice to incorporate stakeholder feedback for data collection and use will allow DMGP and departmental Data Stewards to provide quality data that the public can trust and access.



Bureau of General Services

Elaine Clark, Deputy Commissioner of Operations
Brian Keezer, Director of the Bureau of General Services
David Morris, Acting Director of Procurement Services

The Bureau of General Services (BGS) provides consolidated management and coordinated oversight for a range of property, procurement, and central services to meet the operational needs of State programs and services. BGS pursues cost-effective operations in its own activities and in the operations of other departments and agencies. BGS's enabling or authorizing laws can be found in 5 MRSA, Chapters 152 through 156, and Title 41, Code of Federal Regulations.

BGS is comprised of eight functional divisions. The Director's office coordinates research, policy and reporting, inter-divisional and inter-agency initiatives, various statutory stakeholder groups, public improvement projects, and expenditures as authorized by the Legislature, energy procurement and market monitoring, Legislative and constituent matters, and a variety of other special projects.

The Bureau of General Services consists of:

- **DIVISION OF PLANNING, DESIGN & CONSTRUCTION DIVISION (DPDC)** The Division of Planning, Design & Construction is responsible for capital improvement planning for facilities, architectural and engineering design procurement, and approval of design agreements, bidding of public improvement projects, and construction administration of all the State's public improvements and public-school projects. DPDC manages the procurement process for architect and engineer agreements, conducts the bidding for construction services, and monitors construction projects. The division also develops overall long-range public improvement programs for all agencies of State government. As of 2025, DPDC is engaged in approximately 300 active projects.
- **DIVISION OF SAFETY AND ENVIRONMENTAL SERVICES (DSES)** The Division of Safety and Environmental Services provides hazardous material (asbestos, lead, mold, mercury, PCBs, radon) and indoor air quality assessment and mitigation oversight services for public schools and state facilities and serves as the lead agency of the State for these matters.
- **PROPERTY MANAGEMENT DIVISION (PMD)** This division provides operation, maintenance, and building control services to five (5) memorials, forty-five (45)



occupied buildings, and twelve (12) unoccupied/ storage structures located on three campuses totaling nearly 2 million square feet of employee-occupied space for all State agencies. PMD also maintains approximately 150 acres of grounds and several monuments in the Capitol area. On average, PMD responds to 20 work orders every workday providing responsive and professional maintenance and diagnostic services to state employees.

- **DIVISION OF LEASED SPACE (LS)** The Division of Leased Space manages 251 active leases encompassing office, warehouse, garage, storage, tower, classroom, mixed-use, and training spaces. These leases serve 38 State agencies across 68 municipalities and 5 unorganized territories. The Division's portfolio covers 2,449,737 square feet, with an approximate total value of \$30 million annually. This value includes rent, utilities, custodial services, and all other associated expenses related to leased spaces.
- **OFFICE OF STATE-OWNED LANDFILL MANAGEMENT (OLM)** The Bureau of General Services, Office of State-owned Landfill Management, has authority under 5 M.R.S., §1742, to own, design, develop or operate, or contract with private parties to operate, solid waste disposal facilities as provided in 38 M.R.S, §4. Currently, the State of Maine owns three landfills: Carpenter Ridge, Juniper Ridge, and Dolby.
- **OFFICE OF STATE PROCUREMENT SERVICES (OSPS)** The Office of State Procurement Services directs the procurement process by purchasing or reviewing and approving agency purchases of goods and services supporting the needs of State government. The OSPS ensures that these procurements are made on a best value basis, ensuring both quality and cost effectiveness, and that the transactions are made in a fair, open, and competitive manner. OSPS processed 33,519 procurement transactions in fiscal year 2024.
- **DIVISION OF CENTRAL FLEET MANAGEMENT (CFM)** Central Fleet Management was established to procure, distribute, and dispose of passenger and light truck vehicles cost-effectively by consolidating State government vehicle management through a single agency. Today, CFM manages more than 2,600 vehicles for employees on official State business.
- **DIVISION OF CENTRAL SERVICES (CS)** Central Services is comprised of Maine Postal and Maine Surplus State and Federal Property Operations.



- Maine Postal: The State Postal Center provides a wide range of mail services for 153 separate State locations, including interoffice mail. The Postal Center handled more than 7.75 million pieces of outgoing mail, 4.7 million pieces of incoming mail, and some 54,000 parcels/signature-required items during 2024.
- Maine Surplus Property: The Surplus Property Division disposes of state surplus property that is no longer needed by the department that purchased it. The Division conducts daily sales, property offered for bid, periodic public sales, and public auctions. Additionally, federal surplus property is obtained for donation to qualifying state, public or non-profit organizations throughout Maine. In 2024, Surplus Property sold 385 vehicles/large equipment through electronic auction. Total sales exceeded \$1.25 million.

The entire Bureau of General Services team has been particularly active on behalf of all of State government as engaged stewards of all Maine State facilities, land, and property. Their commitment to "catch up," "keep up," and "build up" has resulted in comprehensive strategic planning, critical assessment, and ongoing timely maintenance to avoid more costly fixes in the future.

Highlights include:

Division of Planning, Design and Construction

The following are a sampling of planned, current and recently completed projects that DPDC directly manages, which consist of State facilities in Augusta, the Maine Criminal Justice Academy in Vassalboro, Mackworth Island (home of the Governor Baxter School for the Deaf and Maine Educational Center for the Deaf and Hard of Hearing), and the Dorothea Dix Psychiatric Center campus in Bangor.

AUGUSTA AREA FACILITIES

A. Design Complete, to be Issued for Bid Early 2025

- Inland Fisheries and Wildlife (IF&W) Headquarters, Augusta: The new IF&W Headquarters facility will be constructed on the State's east campus. The new 3-story facility will contain offices, conference rooms, a laboratory and storage space and will consist of renovations to an existing historic building with construction of two additions, one on each end. The facility will be energy efficient, fully electrified, and served by a geothermal heating and cooling system. A separate 66' x 92' storage barn will also be



constructed. The estimated construction cost is \$32 million. Construction will begin in the spring of 2025.

- State House & Cross Office Building Security Screening Center, Augusta: New security screening facilities are planned for the State House and Cross Office Building to address recommendations made in a 2022 security study and approved by Resolve in the 130th Legislature. Construction will take place in 2025. The project budget is approximately \$7 million.
- Maine Criminal Justice Academy, Vassalboro: Renovations to vacant dormitory space, roof replacements, and exterior masonry repair and repointing are planned for the Academy. Dormitory renovations are planned for 2025, and the roof replacements will be completed in 2026. Project budget is \$6 million.
- Daschlager House, Augusta: A historic brick building within view of the State House is home to the Maine Historic Preservation Commission and State Archeology Lab. A facilities study revealed crowded and cramped conditions in the building, a former residence. Program studies and design work with a Maine architectural firm led to recommendations for a small building addition to house the agency's archives, general repairs and restoration of the building, addition of an elevator to meet ADA requirements, and improved mechanical systems. This project will go out to bid in March 2025 with a budget of approximately \$4 million.

B. Bids Received, Construction Commencing Spring 2025

- Blaine House, Augusta: Following a DPDC-managed Security Study of the Blaine House, we initiated a project to enhance security and upgrade facilities at the Blaine House. The project will consist of removing the abandoned Staff House containing hazardous materials and constructing new decorative masonry and metal security fencing, landscape enhancements, drainage improvements, new public and staff ADA bathrooms, and new staff ADA ramps. Project cost is approximately \$4.5 million.
- McLean House and Nash School, Augusta: These two historic brick buildings will be renovated together and now house the Secretary of State and the Maine Arts Commission. McLean House will have exterior renovations and interior upgrades while the Nash School will have exterior renovations and a new elevator accessing all floors. Funding is approximately \$3 million for this project.



C. In Construction

- Cultural Building Renovation, Capitol Complex, Augusta: All five floors of the Cultural Building are being renovated to abate hazardous materials, particularly asbestos, improve air circulation and air exchanges, and create updated and more efficient spaces for the State Museum, Archives, and Library. The improvements will create a healthy and safe environment for staff and visitors alike, in addition to improving the aesthetics of all interior spaces, and allowing for new exhibits and uses of space. Atrium surfaces, including now-gleaming terrazzo floors, have been replaced or repaired, lighting improved, and roof leaks fixed, creating a clean, bright space. A new security desk in the main lobby will greet patrons as they enter the facility. This building will be a beautiful space for the community, as well as staff members. The \$49 million project is scheduled for completion in the spring of 2025. The project received MJRP funds for a portion of the costs to address indoor air quality issues.
- Office of the Chief Medical Examiner, East Campus, Augusta: The State's Chief Medical Examiner will have a new facility at 40 Hospital Street by the end of 2025. The new 19,500 square-foot, two-story steel-framed structure will replace the current facility, which is undersized and outdated. The project budget is \$20 million.
- Stone Building, East Campus, Augusta: After being vacant for over 24 years, work is progressing on the historic Stone Building to restore it for State use. A new roof was installed in 2024, deteriorated granite parapets were restored, the entire exterior repointed, and abatement of asbestos and lead surfaces is underway. Restoration of a small number of historic leaded glass windows, and windows on the front of the original Administration Building will begin in spring 2025. More than 800 of the remaining window openings will be repaired by skilled masons and the windows will be replaced over the next two years. BGS worked closely with the Maine Historic Preservation Commission to ensure that the scope of work and replacement window design were suitable.
- Chimney Loop, East Campus, Augusta: Maine DEP Response is located in the complex of brick buildings surrounding the chimney on the East Campus. Over time, cracks in the brick exterior and other damage to the building envelope occurred. The scope of work is limited to the repair of the building envelope.



D. Recently Completed

- The Greenlaw Building, a former office building, was abated and the interior completely gutted in 2018-19. It was selected as the new location for the Health and Environmental Testing Lab (HETL), replacing obsolete facilities at 221 State Street. Construction, with a cost of approximately \$30 million, spanned several years due to complexity of the mechanical systems. Greenlaw houses laboratories with functions ranging from water testing to a lab for highly contagious and dangerous substances. The facility achieved substantial completion in 2023, with adjustments ongoing due to the complex and sensitive systems.
- Ray Building, East Campus, Augusta: The Ray Building houses the offices and laboratories for the Department of Environmental Protection. The 4-story building was completely renovated, with work starting in 2022 and wrapping up by the end of 2024. The project budget was \$22 million.
- Center Building, East Campus, Augusta: All roof surfaces on the Center Building have been repaired or replaced. The exterior was repointed. An obsolete and deteriorated set of overhead walkways connecting the Center Building with Elkins, Tyson and Williams Buildings was demolished, again with permission from the Maine Historic Commission. Code upgrades to the interior are in design. New ADA-accessible entrances also are in design.

DOROTHEA DIX PSYCHIATRIC CENTER (DDPC), BANGOR

- Former IF&W Building, DDPC Campus: To preserve the facility for future use as state offices, the roof was repaired, brick masonry repointed, and deteriorated steps at entrances replaced. Window replacement is the next step, currently awaiting fabrication as windows are long lead items.
- Pooler Pavilion, DDPC Campus: A structural evaluation conducted in 2023 concluded that the facility could not be repaired. Extensive amounts of asbestos were abated in 2024, and the building was demolished.
- Green Barn, DDPC Campus: A historic barn constructed in 1908 for farm use in support of the state psychiatric hospital was not maintained and deteriorated significantly. DPDC conducted a professional structural evaluation that concluded the barn could be



saved, with some structural, roof, and exterior cladding work. The most damaged wall will be repaired in spring 2025, followed by the remainder of the barn in 2025-2026.

- DDPC Architectural Program for Ideal Space Plan and Treatment Spaces: In 2024, a study of the deficiencies of the current DDPC facility was conducted by an architectural firm specializing in psychiatric hospital design. The firm also recommended a design more compact than the existing sprawling facility, and more suited to current resident needs and treatment methods. The final report together with cost estimates is due in spring 2025, along with creative financing options such as leasing the custom-designed facility from a developer/lessor, possibly under a lease on the DDPC campus.

MACKWORTH ISLAND - Governor Baxter School for the Deaf (GBSD)

- MOLI Pavilion: BGS constructed an open-air outdoor pavilion to support outdoor learning through the Department of Education's Maine Outdoor Learning Initiative.
- Demolition of Buildings B and G: The Governor Baxter School for the Deaf, the Maine Educational Center for the Deaf and Hard of Hearing and Mackworth State Park are located on Mackworth Island. The 1950's campus has deteriorated structures with hazardous materials that are some of the largest energy users per square foot in the state. DPDC completed a Master Plan in 2023, and Phase I is ongoing to abate and remove two abandoned, obsolete, and deteriorated classroom buildings and associated connectors. Some work on the Governor Percival Baxter Mansion will also be done as part of Phase I.
- New Gateway and Signage: Entrance to Mackworth Island is confusing as the first structure encountered is a gatehouse for the State Park. The entrance to GBSD is past the gatehouse. There is no indication that access to the school property is limited to students, staff and authorized school visitors. A new gateway entrance has been bid and a contract for construction issued. The gateway, together with signage, will clarify the dividing line between the state park and the school.
- Mackworth Island Bridge and Causeway, Falmouth: 2024's historic winter storms damaged Mackworth Island's causeway, bridge, and stone pier. DPDC applied for funding from FEMA and received a \$9.9 million grant. Construction will take place over the next 3-5 years to repair the damage, raise the areas that are sinking (due to erosion



of damaged road base), and raise the elevation of the causeway and bridge in response to predicted rising sea levels.

AGENCY PROJECTS

- In addition to the projects managed directly by DPDC, the Division also supports construction of public improvements for all state agencies. The number of projects averages about 400, keeping the DPDC staff extremely busy. In 2024, the number of ARPA-funded projects expanded this workload.

Division of Safety and Environmental Services (SES)

- A second employee was hired in September 2024 to fill the two positions under SES
- SES responded to 37 separate incidents involving air quality, mold, mercury, asbestos, radon, or other hazardous materials issues, as detailed below:
 - Technical reports - 31 technical reports were produced
 - Inspections - 44 on-site inspections were conducted
- Inspections Summary
 - 30 projects involved mold
 - 6 projects involved asbestos
 - 2 projects involved lead-based paint
 - 4 projects involved odor complaints/issues
 - 2 projects involved radon concerns
- Abatements Completed
 - completed 10 mold abatements
 - completed 1 asbestos abatement
 - completed 3 lead-based paint abatement
 - completed 1 radon abatement
- SES maintains a detailed database of incidents and responses and is working on improving that and making it more comprehensive

Property Management Division

- Energy projects:
 - Upgraded heating equipment at a number of facilities with energy efficient units



- Completed ductwork replacement at several facilities
- Capitol Building – completed LED lighting upgrade in the Cabinet Room
- Security projects:
 - Enhanced security at numerous facilities, state-wide, to include security panels, card readers, and cameras
 - Completed security upgrades at 45 Commerce Dr. for Secretary of State in support of elections
- Renovations:
 - Completed replacement of fencing and gates around park and burial site at the Blaine Memorial
 - Replaced water heaters at the Tyson Building to assist in the recent renovation project
- Lead By Example:
 - Installed two (2) EV chargers at the Columbia St. facility

Division of Leased Space

- Lease Initiation: Successfully commenced 48 new leases.
- Energy Efficiency Standards: Integrated new Energy Star requirements into the State of Maine Standard Lease template to outline upcoming 2025 standards for new and existing leased buildings exceeding 10,000 square feet.
- Hazardous Materials Management: Updated the hazardous materials (Hazmat) section in the State of Maine Standard Lease template to align with current safety regulations and best practices.
- Staffing Updates: Filled the vacant Public Service Manager II position, strengthening the Division's operational leadership.

Office of State-Owned Landfill Management

- Successfully completed fourth phase of capping at Dolby
- Negotiated agreement with East Millinocket to reduce charges for wastewater treatment
- Responded to 38 MRSA §1303-C, sub-§40-A, concerning definition of out of state waste at Juniper Ridge Landfill
- Contracted with consultants to perform a study on Availability of Bulking Agents to determine if there are adequate volumes of bulking material to mix with Wastewater Treatment Plant sludge for disposal at Juniper Ridge after July 1, 2025



- Contracted with consultants to perform an audit of the performance of the operator of Juniper Ridge and compare the results to best management practices and industry standards
- Submitted Public Benefits Determination application to Maine DEP for proposed expansion of Juniper Ridge

Office of State Procurement Services

- Internal and Administrative Improvements
 - Technology changes continued to streamline contract and solicitation submission and review processes
 - The Office of State Procurement Services and its divisions (Central Fleet, Surplus, and Postal) received appropriations and contracted for upgrades associated with individualized action plans for process improvement, modernization and automation
 - The State Purchase Card Program (P-card) successfully transitioned to the newly awarded vendor JP Morgan.
 - The P-Card Policy Manual was updated to include new protocols associated with the new vendor and reduced cardholder limits to address risk concerns

Central Fleet Management (CFM)

- The vehicle fleet consists of 2,600 vehicles, 22% of which have 125,000 or more miles, leading to increased maintenance requirements.
- Challenges with vehicle availability have improved over the past year and we anticipate adding newer and more fuel-efficient vehicles. However, the increased availability did not stem increases in pricing during 2024.
- In 2024, the Central Fleet Management light duty fleet vehicles traveled 27,482,953 miles
- Eighteen electric vehicles (BEV & PHEV) were added during calendar year 2024. Electric vehicle purchases included Ford F150 Lightning Pro BEV pickup trucks, and Mitsubishi Outlander PHEV SUV's. CFM continues to work with agencies to provide PHEV and BEV vehicles based on vehicle availability and agency needs.
- Efficiency Maine Trust has eliminated the rebates previously available to assist in the CFM's purchase of electric vehicles.
- Installation of telematics in 1,500 CFM vehicles to increase efficiency in monitoring fleet usage and maintenance.
- Upgrade and modernize the fleet management software.



Division of Central Services – Postal

- The State Postal Center provides a wide range of mail services for more than 153 separate State locations, including interoffice mail
- Handled more than 7.75 million pieces of outgoing mail
- Handled more than 4.7 million pieces of incoming mail
- Processed more than 54,000 parcels/signature-required items

Division of Central Services – Surplus Property

- Surplus Property located a buyer for a Bell Ranger helicopter recouping \$363,000 for the State of Maine
- Conducted 12 public sales
- Sold 385 vehicles and pieces of large equipment via auction
- Conducted 6 sales specifically for state employees to purchase equipment and other materials supporting remote work efforts

What's ahead for 2025 (and beyond):

Division of Planning, Design and Construction

- Governor Mills' FY26-FY27 budget includes a \$6.5 million debt service request to support MGFA bonds for Health and Safety improvements at a full range of state facilities. The bond funds would be available for administration by BGS in FY26.

Division of Safety and Environmental Services (SES)

- Continue to respond to air quality or hazardous materials issues within 24 hours or sooner for emergencies
- Continue to provide weekly reports of active situations when BGS SES is involved in a response
- Coordinate with leased-space division to ensure spaces have a hazardous material assessment for all new leases and renewals.
- Maintain database of incidents and responses while gathering information to correctly inventory state-owned buildings

Division of Property Management

- Work with Energy Manager to develop accurate fuel consumption data by building as part of the state's ongoing efforts to track and reduce carbon emissions
- Develop expertise with VRF/electrified technologies and changing building usages and occupancies



- Continue to refine PMD project specifications such as standard types of hardware, windows, energy specifications, etc.
- Procurement of services for annual evaluations of roofs in all state-owned buildings.
- Review and update PMD job descriptions to address technology updates and other changes
- Update PMD work rules and policies
- Continue to work with Planning, Design and Construction Division to migrate buildings off the Central Steam Plant on the East Campus as they are electrified
- Begin to analyze how the Steam Plant and Chillers in the Cross Building that supply heat and cooling to the CSOB, State House, and Cultural Building, and fueled by natural gas, can, within the next 5 years, be fueled via clean energy

Division of Leased Space

- Reduce the number of leases containing escalator clauses by 15%.
- Decrease the number of Tenant-at-Will leases by 15% in 2025 and an additional 15% in 2026.
- Fill two critical vacancies: Office Specialist II and a contract Escalator Analyst.
- Implement an Optical Character Recognition (OCR) invoice processing system in collaboration with GGSC to enhance efficiency and accuracy in financial management.
- Monitor lessor improvements at multiple Anthony Street properties in Augusta to ensure agency satisfaction with new spaces.
- Analyze and provide recommendations on how to improve the current Leased Space administrative fee model.

Office of State-Owned Landfill Management

- Complete capping at Dolby Landfill
- Complete agreement establishing charges for wastewater treatment at the Dolby Landfill
- Continue to address PFAS issues in leachate at both Dolby and Juniper Ridge
- Address Juniper Ridge capacity issues by submitting application for 11.9 million cubic yard expansion
- Address amending Operating Services Agreement between the State of Maine, and landfill operator

Office of State Procurement Services



- Revise statutory and rule requirements to administer grant awards, be more precise with procedural requirements and update to meet automation strategies
- Integrate all solicitation processes within the State's ERP system, CGI Advantage to automate processes, establish continuity, and reduce opportunities for error
- Continue modernization and automation of procurement processes through staged augmentations of our Dynamics-based applications
-
- Formalize and integrate Green Purchasing Program
- Gather data and implement the Maine Accessible Procurement Program
- Finalize and release updated Procurement Policy Manual
- Continue to develop content for our agency training certification program and vendor engagement modules

Division of Central Fleet Management

- Complete the upgrade to our fleet management database system
- Continue the implementation of telematics solution to gain insight on fuel efficiency, cost savings, and reduced emissions
- Continue to source and integrate electric vehicles into the fleet
- Cycle out older, high-mileage vehicles

Division of Central Services – Postal

- Leverage new equipment to increase agency document/mailer volume and agency savings
- Transition aged vehicles to EV as business use allows
- Enhance security protocols by establishing a safe and separate area within the postal facility to screen for toxins and other possible contaminants
- Implementation of a desktop shipping platform available via single sign on to allow shipping labels from UPS, USPS, and FedEx to be produced from any State of Maine computer.

Division of Central Services – Surplus Property

- Replace the existing paper process with a surplus inventory and POS system
- Continue to improve existing recycling and green surplus program
- Establish a stronger and deliberate Federal Surplus program
- Proactively leverage new equipment for income generation to ensure maximum ROI



Division of Financial and Personnel Services

The Division of Financial and Personnel Services provides finance and human resources expertise to departments and agencies across State government. There are five centers focused on common customers, and each has a finance division and a human resources division that provide highly experienced and technically trained professionals with specialized knowledge in their fields. These service centers are:

- General Government
- Natural Resources
- Security and Employment
- Corrections
- Health and Human Services

These teams work with 13 State departments, including most of the largest, and dozens of boards, commissions and agencies. They provide professional expertise across all levels of HR and financial management, including processing, analysis, and reporting. Staff is well-versed in state and federal laws and regulations within which the State must operate. This expertise is used to assist agencies toward achieving their desired outcomes. Accountability, efficiency and effective use of State resources are the Division's goals.

The centralized nature of these operations provides a critical system of checks and balances, allowing for independent review of transactions and consistent application and interpretation across departments and agencies of statutory requirements, budgetary policy, generally accepted accounting practices, human resources policy, and collective bargaining agreements.

All staff within the Division contribute towards this objective, whether they are advising senior leadership on strategic objectives, or processing day-to-day transactions. Responsibilities include paying the State's bills, managing cash flow, on-boarding new employees, and training managers in human resource management. In addition, finance office staff assists with the agency budget analysis, development and management; financial reporting, forecasts and analysis; and advises on a variety of financial matters throughout the year. Human Resources staff assists both employees and managers with resolution of workplace issues; guide managers in performance evaluation and discipline; and provides workforce training and development.

Title 5, Section 284 established the Division of Financial and Personnel Services on June 30, 1992.

These statewide services were brought together within the Division as a result of Public Law 2005 c. 12 Pts. K-4, G-2 and G-3. These laws expanded the agencies served within the Division, and also directed the Department to review the structure of payroll,



personnel and accounting statewide in an effort to improve organizational efficiency and cost-effectiveness.

Highlights include:

- The Service Centers continue to be change champions successfully utilizing a hybrid work environment with both in office and remote work allowing staff to have a positive work life balance and enabling them to provide the best possible services to agency partners. This new philosophy in recent years also allows state positions to be competitive with some of the flexibility of private sector jobs.
- The MainePays system is being fully utilized by all 5 Service Centers enabling fully paperless invoice processing to be done from any location, increasing transparency and oversight to processing of invoices and other financial transactions. The Service Centers process transactions, prepare and manage budgets, pay employees, and manage personnel changes allowing partner agencies to provide critical services to the people of Maine.
- In recent years, the Service Centers continue to work with a heavy workload, in FY 2023 and FY 2024 they managed over 50 Department codes with multiple appropriations and multiple fund types, with processing of over \$9 billion in both years.



Conclusion

DAFS has broad responsibility for the structures, systems and functions that play a pivotal role in the State's ability to provide the programs and services so crucial to a functioning society and so very important to Maine families, schools, and communities.

The last few years have been a time of significant accomplishment within DAFS but there is still much to do to build on those successes and ensure continued momentum.

DAFS employees are committed stewards of state government's critical infrastructure: fiscal, human, physical, and technical.

DAFS Stewardship: FISCAL

- Human Resources Management System Implementation for PRISM, including more secure, reliable payroll data, improved internal controls and comprehensive human resources functions
- Major upgrade to CGI Advantage, the State's Financial Enterprise Resource Planning System
- Ongoing improvements to interactive dashboards, publishing charts, tables and other visual representations that will bring value for the public and provide deeper insights into regional trends and socioeconomic differences by race, ethnicity and other key variables
- Develop coincident index to track Maine's overall economic health
- The Annual Comprehensive Financial Report for fiscal year 2023 received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting award, marking our sixteenth consecutive year receiving this award.
- Since 2019: 8 biennial budgets (including 2 current session), 14 supplemental budgets (including 2 current session), Maine Jobs Plan, and Winter Energy Relief budgets have been developed
- Discretionary Pandemic Relief Funds tracking and management: \$1.25B CRF; \$1B Jobs Plan
- Increased Project Management Office oversight and accountability for successful project implementation
- Fair, open and competitive procurement

DAFS Stewardship: HUMAN

- Established as an Employer of Choice
- Continuation of Classification and Compensation work
 - Completed comprehensive report of the state's Classification and Compensation Plans in January of 2024
 - Completed Market Pay Study in September 2024
 - Classification Plan to be completed by end of 2025 with third-party vendor



- Age Friendly Employer Certification
- Additional agencies will onboard to the learning management system, LUMEN in 2025, allowing managers and state employees access to new training opportunities as well as the ability to track required training and support employee development.
- New Management Training Program designed to inform, update and support tenured state managers and supervisors – developed and piloted in 2025
- The third iteration of the Workforce Engagement Survey is targeted for fall of 2025.
- Digital accessibility awareness and education including rich and varied resources for DEI learning
- Formally launched 10 Affinity Groups for increased opportunities to improve sense of belonging in support of an inclusive workplace culture.
- "Works for Me" portal and dashboard for coordinating hybrid work
 - Over 4,600 of our employees, about 39%, either are or have submitted plans to engage in telework. On an annual basis, this saves nearly 19 million driving miles.
 - "Hoteling" application – provides easy way to book space for on-site work

DAFS Stewardship: PHYSICAL

- Ongoing "Catch Up" "Keep Up" of State-owned buildings and properties
 - Consistent, scheduled maintenance across all state-owned properties – more than 2 million square feet
 - Continue to refine project specs to improve energy conservation
 - Annual evaluations of roofs in all state-owned buildings
- "Lead by Example" - Caring for our natural resources and the environment
 - Work with Energy Manager to track and reduce carbon emissions
 - 18 Electric vehicles added to fleet in 2024 (lease of 2 in progress)
 - Transition East Campus buildings off Central Steam Plant as electrified
 - Continue with installation of EV Chargers in Augusta
 - Formalize and integrate Green Purchasing Program
 - Ongoing PFAs Mitigation Efforts in Landfills
- Safety and Security Upgrades
 - New secure screening entrance at Burton Cross
 - Security upgrades to Capitol Building
 - Blaine House fencing
 - Enhance security protocols with safe and separate postal inspection area

DAFS Stewardship: TECHNICAL



- Cybersecurity
 - Enhance security through effective patch management, addressing vulnerabilities, functionality issues, and new features
 - In 2023, the MainelT Cybersecurity Program received significant financial support from the Maine State Legislature. This increased investment is essential for protecting the State's systems and data in an evolving cybersecurity landscape.
 - Information Security Office (ISO) developed a list of prohibited technologies tied to national security risks and crafted contract terms to address cybersecurity for critical infrastructure
 - Established AI Policy and Guidance
 - Enhanced Email security
 - MainelT launched its Information Security Program by hiring a dedicated Risk Management Officer and partnering with a third-party vendor
 - Integrated cybersecurity into Maine's emergency management framework to enhance resilience against cyber threats
 - Established Maine Cybersecurity Council to strengthen Maine's IT security
- Human Resources Management System implementation (PRISM)
- New Learning Management System implementation (LUMEN)
- Modernization and automation of Procurement processes and system with IT-PRO
- Data Management and Governance Practice established to assess, align, track, and coordinate all disparate data systems throughout State of Maine Government
- Online Constituents Portal
- Upgrade Fleet Management System
- Surplus inventory and POS system
- Recent successful completion of STARS - Maine Tax Portal
- Upgrades and modernization of Postal Division space and equipment
- Ongoing Remote/Hybrid work upgrades through "Works for ME" portal
- Improving delivery of digital services to constituents
- Modernizing digital physical technology – upgrading systems, tools and infrastructure to align with current technological standards
- Laptop refresh on four-year cycle
- Our electronic financial transactions workflow tool (MainePays) now processes more than 340,000 documents annually, with more coming online.

As we continue to push these critical efforts forward, we will ensure that our state processes, facilities, and infrastructure are maintained, continue to function safely and smoothly, and keep critical pace with the changing technology around us. We will also continue to be engaged and supportive champions of our greatest resource – our employees, who continue to deliver essential programs and services to the people of Maine.